

Social

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Delivering Products Which Help Prevent Traffic Accidents



Progress in FY2022

Safety Support Car S Wide Models
[FY2021: 17 vehicle models]

16 vehicle models

Models Certified by the Ministry of Land, Infrastructure, Transport and Tourism (MLIT) as Having Forward Collision Mitigation Braking
[FY2021: 15 vehicle models]

15 vehicle models

Models Certified by the MLIT as having Pedal Misapplication Prevention Devices
[FY2021: 17 vehicle models]

16 vehicle models

Models adopting the Collision Safety Technology "RISE" (Excluding Vehicle Models Provided by OEM)
[FY2021: 12 vehicle models]

12 vehicle models

- The new "Delica Mini" (launched in May 2023) is certified as a Safety Support Car S Wide Models.
- Furthermore, its forward collision mitigation brake and pedal misapplication prevention device are certified as achieving a certain degree of performance under the MLIT's Performance Certification System.

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P15 MITSUBISHI MOTORS' Materiality
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Basic Approach

MITSUBISHI MOTORS is aware of its responsibility towards traffic safety as an automaker, and we have identified "Delivering products which help prevent traffic accidents" as a key part of our sustainability activities.

Approximately 1.35 million people are lost in traffic accidents worldwide every year.* As vehicle ownership increases in emerging countries in particular, traffic accident fatalities are also on the rise. Reducing the number of traffic accidents is an urgent matter globally. A target was adopted for Target 3.6 of the Sustainable Development Goals (SDGs) at the 74th UN General Assembly held in 2020. This target calls for halving the number of global deaths and injuries from road traffic accidents between 2021 and 2030.

We are upholding the safety philosophy towards a car society with zero traffic accidents. To this end, we are taking action from two perspectives: developing and disseminating safety technologies and promoting traffic safety education.

*2018 World Health Organization (WHO) survey

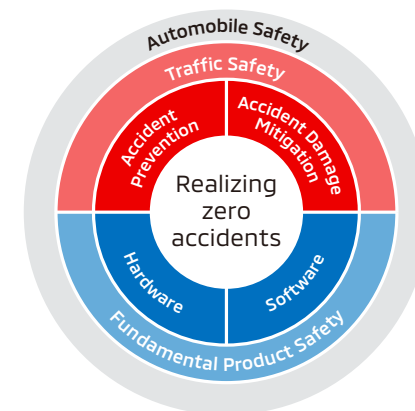
Management Structure

With regard to product development, the product safety committee has established guidelines and a strategy for safe development based on the MITSUBISHI MOTORS' safety philosophy. The committee also formulated an automobile safety framework as our approach to safety technology. We are conducting initiatives based on three points:

1. Technology to help prevent traffic accidents (active safety)
2. Technology to mitigate damage from traffic accidents (passive safety)
3. Avoidance of dangers, both in hardware and software, assumed as industrial products (fundamental product safety)

We are also working to enhance the management structure by educating R&D personnel, promoting awareness of the safety philosophy and automobile safety framework.

Automobile Safety Framework





Development of Safety Technology

By reflecting a variety of safety technologies in our products, MITSUBISHI MOTORS aims to help our customers drive in safety, peace of mind and comfort.

Active Safety Technology to "Avoid Crashes"

We are working to develop and install various active safety technologies to help to eliminate traffic accidents preemptively.

MITSUBISHI MOTORS Safety Sensing [MMSS]

Using millimeter-wave radar and cameras, these technologies help to detect the risk of accidents and help prevent, avoid or mitigate damage.

Examples of Preventive Safety Features

Function	Description
Forward Collision Mitigation Brake System	Detects vehicles and pedestrians ahead. If there is a risk of collision, the system alerts the driver or applies the brakes to help avoid a collision or mitigate collision damage.
Forward Collision Prediction Warning	Monitors two vehicles in front of the traveler. It detects a change in the situation ahead which is difficult to see from the driver, and alerts the driver with an alarm and a display.
Lane Departure Warning System and Lane Departure Prevention Function	The warning system monitors the lane markers ahead of the vehicle and provides alarms and displays to alert the driver if the vehicle appears likely to drive out of the lane. In addition, the Lane Departure Prevention Function takes control of the brakes for a short period of time, helping to keep the vehicle in its lane.
Adaptive Cruise Control System	This system automatically follows the vehicle ahead by accelerating, decelerating or stopping. By helping to maintain a set distance between vehicles, the system reduces the burden on the driver.
Ultrasonic Misacceleration Mitigation System	When the driver drives forward or in reverse, the system helps to prevent acceleration caused by misoperation of the gear shift or accelerator pedal.
Automatic High Beam	Automatically switches between low beams and high beams by detecting whether there is an approaching vehicle or vehicle ahead, the ambient lighting conditions, and other factors, helping safer nighttime driving.

Scope of Support Cars Expanded

Safety support cars are vehicles equipped with advanced technologies that support safe driving. It is a new automotive safety concept, as an effort to help prevent traffic accidents among senior drivers, being promoted in Japan through collaboration between the government and private sectors. Vehicles are classified into the following categories: "Safety Support Cars" or and "Safety Support Cars S" (Basic, Basic +, and Wide) depending on the features in each vehicle. We are expanding our lineup of Safety Support Car S Wide Models.

Safety Support Car Models (As of June 2023)

Safety Support Car S Wide Models	
OUTLANDER PHEV model	
ECLIPSE CROSS PHEV model	
ECLIPSE CROSS gasoline model	
RVR	
DELICA D:5	DELICA D:5 URBAN GEAR
eK X EV	eK X
eK WAGON	eK SPACE
Delica Mini	
DELICA D:2	DELICA D:2 CUSTOM
TOWN BOX	
MINICAB VAN*	MINICAB TRUCK*

Note: Some grades are excluded.

In addition, our forward collision mitigation braking system and pedal misapplication prevention device have been certified as achieving a certain degree of performance under the Ministry of Land, Infrastructure, Transport and Tourism's "Advanced Safety Technology Performance Evaluation Certification System."

Certified Models (As of June 2023)

(Forward Vehicles) Forward Collision Mitigation Braking System (Pedestrians) Forward Collision Mitigation Braking System

OUTLANDER PHEV model	
ECLIPES CROSS PHEV model*1	
ECLIPES CROSS gasoline model*1	
DELICA D:5*2	DELICA D:5 URBAN GEAR*2
eK X EV	eK X
eK WAGON	eK SPACE
Delica Mini	
DELICA D:2	DELICA D:2 CUSTOM
TOWN BOX	
MINICAB VAN*3	MINICAB TRUCK*3

*1 For some grades, forward vehicles only

*2 Forward vehicles only

*3 For some grades only

Pedal Misapplication Prevention Device

OUTLANDER PHEV model	
ECLIPES CROSS PHEV model	
ECLIPES CROSS gasoline model	
RVR*4	
DELICA D:5*4	DELICA D:5 URBAN GEAR*4
eK X EV	eK X
eK WAGON	eK SPACE
Delica Mini	
DELICA D:2	DELICA D:2 CUSTOM
TOWN BOX	
MINICAB VAN*5	MINICAB TRUCK*5

*4 Forward only

*5 For some grades only

Vehicles which Pedal Misapplication Prevention Device can be retrofitted

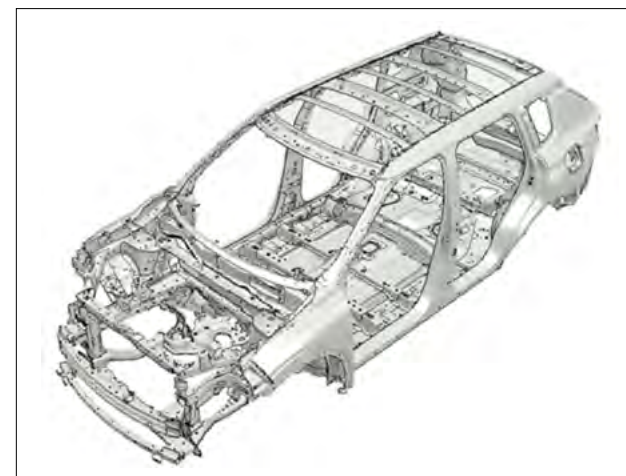
eK WAGON (2013-2019)	eK CUSTOM (2013-2019)
eK SPACE (2014-2020)	eK SPACE CUSTOM (2014-2020)
MIRAGE (2012-2023)	DELICA D:5 (from 2007)

Body Structures that "Protect People"

In the event of a collision, it is crucial to have a vehicle body structure that mitigates the impact on passengers and provides adequate space. MITSUBISHI MOTORS has adopted the Reinforced Impact Safety Evolution (RISE) body, and enhance collision safety performance in all directions: front, rear, and sides.

For example, the "OUTLANDER gasoline model," which launched in North America in April 2021 and the "OUTLANDER PHEV model," which also launched in Japan in December 2021, use a front-to-rear straight frame structure that can efficiently absorb collision energy. The vehicle interior (cabin) uses high-tensile-strength steel, as in the past. In addition, hot-stamped ultrahigh-tensile-strength steel is used to achieve enhanced passenger safety while reducing weight.

We are also pursuing safety with regard to pedestrians, as well as drivers and passengers. For example, we have adopted energy-absorbing structures in the hood, cowl top, windshield wipers and other parts to mitigate injury to pedestrians' heads. Energy-absorbing structures that help to protect pedestrians' legs are used in bumper faces and headlights, for example.



RISE Body used in the "OUTLANDER PHEV model"

Models Adopting

(As of June 2023: Excluding Models Provided by OEM)

Reinforced Impact Safety Evolution (RISE)

OUTLANDER PHEV model	
ECLIPES CROSS PHEV model	
ECLIPES CROSS gasoline model	
RVR	
DELICA D:5	DELICA D:5 URBAN GEAR
eK X EV	eK X
eK WAGON	eK SPACE
Delica Mini	
MINICAB-MiEV	



Results of Major Third-Party Safety Assessment (As of June 2023)

Region	Third-Party Evaluation	Rating	Model
Japan	JNCAP*1	5☆	OUTLANDER PHEV model ECLIPES CROSS gasoline model eK X EV
Australia	ANCAP*1	5☆	OUTLANDER PHEV model OUTLANDER gasoline model ECLIPES CROSS PHEV model ECLIPES CROSS gasoline model
United States	IIHS*2	2022 Top Safety Pick+	OUTLANDER gasoline model
		2023 Top Safety Pick	OUTLANDER PHEV model*3
Latin America	Latin NCAP*1	5☆	OUTLANDER gasoline model
ASEAN	ASEAN NCAP*1	5☆	ECLIPES CROSS gasoline model

*1 Abbreviation of New Car Assessment Program. An automobile safety testing and assessment program implemented by a third-party organization in each country or region.

*2 Abbreviation of Insurance Institute for Highway Safety.

*3 Vehicles produced after May 2023

Avoidance of Dangers Assumed as Industrial Products

On the hardware (physical) side, MITSUBISHI MOTORS uses flame-retardant materials, employ isolation structures on high-voltage components and use other technologies to enhance safety and security.

On the software side, we use firewalls on vehicle networks and employ encrypted communications to reduce the risk of cyber threats via electrical equipment mounted in vehicles.

Traffic Safety Education and Promotion

We seek to reduce the number of traffic accidents by conducting traffic safety education and promoting awareness. In these ways, we are working to raise safety awareness throughout society.

Dissemination of Traffic Safety Information

Automobile Safety Facts Guide Website

We disseminate information on website on the proper use of equipment and other topics that require drivers' special attention so that drivers will use automobiles more safely.



Automobile Safety Facts Guide

(WEB) <https://www.mitsubishi-motors.co.jp/support/safety/popup/index.html>
(only in Japanese)

Improvement of Product, Sales, and Service Quality

Progress in FY2022

- Product quality: Achieved objective for warranty claim rate of three months in service for new vehicles
- Sales quality: In the FY2022 Sales Satisfaction Index (SSI) survey, achieved targets in four*1 countries out of five*2 in the ASEAN region
- Service quality: In the FY2022 Customer Service Index (CSI) survey, achieved targets*1 in four countries out of five*2 in the ASEAN region

*1 Target: Achieve top three ranking in industry surveys, or in-house survey target adjusted to equivalent level.

*2 Five focus ASEAN countries: Thailand, Indonesia, the Philippines, Vietnam, Malaysia

Improving Product Quality

- Quickly and accurately analyze voices/opinions/complaints/issues from customers regarding troubles and product quality, and work on product quality improvement.
- Strengthened connected, electrification, and other new technologies.

Improving sales quality

- To achieve industry-leading sales quality, worked to improve the hospitality of sales staff, digitalize the negotiation process, and reinforce strengthen store facilities.
- Ranked No. 1 in Vietnam in industry survey for the first time
- In Thailand, Indonesia, and Malaysia, set and achieved targets through in-house surveys.

Improving service quality

- Working with new car sales department to improve the quality of customer service provided by dealer service staff, including booking service appointments, customer reception, and detailed explanations of maintenance, in order to improve CSI and retain customers until their next vehicle purchase.
- Ranked No. 1 in Vietnam in industry survey for the first time, and also achieved in-house survey target.
- In Thailand, Indonesia, and Malaysia, achieved in-house survey targets.
- Ranked No. 1 mass-market brand in the U.S. in J.D. Power's CSI survey. Improved customer satisfaction through local distributor's continuous effort to improve dealer operations, as well as prompt response to defects and recalls. Also succeeded to increase the number of service customers from the previous year.

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Basic Philosophy and Quality Policy

Based on the Quality Policy revised in April 2019, MITSUBISHI MOTORS adopted compliance as a fundamental requirement, and have been working on quality improvement in four categories: product quality, perceived quality, sales quality and service quality, to enhance quality at every touch point from the time to consider purchasing a product to the time to own the vehicle.

Product quality includes the initial quality that customers experience immediately after purchasing a new vehicle, and durability quality that customers experience through their ownership period. We sincerely listen to the opinions of customers and deal with any issues from the field, and are strengthening our system to make improvements quickly.

In addition, we are working on improvement in perceived quality such as the usability, comfort, and appearance that customers perceive when they see, feel, and use our products.

Quality Policy

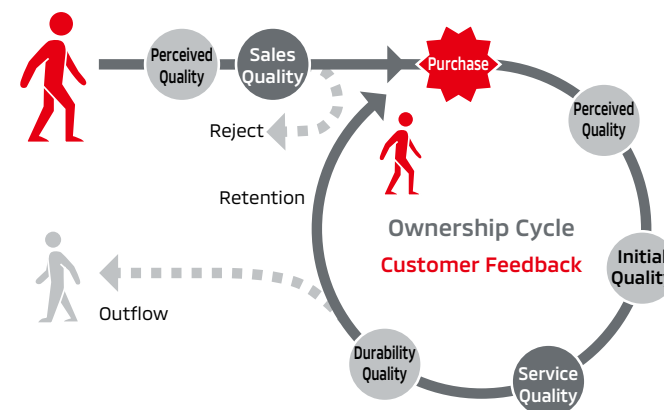
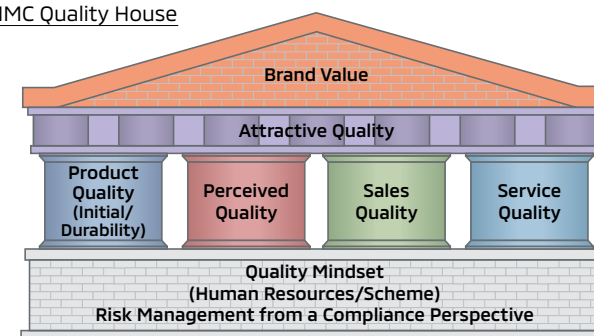
Quality is the fundamental requirement to support our business.

1. Commit to excellence in Product, Sales, and Service Quality exceeding customer expectations
2. Focus on Quality of Management to continuously improve overall company performance.
3. Comply with laws and global regulations to gain trust on MMC quality.

Regarding sales quality and service quality at dealers, we are continuously making improvements by listening closely to customers, making proposals and responding to their needs to achieve high levels of customer satisfaction. We aim for top-level quality from the customers perspective to ensure customer satisfaction at every touchpoint.

The Four Quality Pillars Supporting Brand Value

MMC Quality House



Improving Product Quality

Dealing appropriately not only with issues related to safety but also with opinions and complaints about merchantability is essential to improve customer satisfaction.

Regarding sold vehicles, MITSUBISHI MOTORS focus on troubles that occur within 3 and 12 months of sales, and are working on reducing initial issues. The quality division collaborates with R&D and production divisions to speed up resolution and reduce complaints from customers.

Regarding new models, to secure the initial quality, we hold a cross-functional activity called "Oobeya activities," where employees from various divisions including R&D, Production, Service, Quality, and Procurement divisions gather from when shipment starts to consider and implement countermeasures for any problems that may occur. This approach enable us to improve initial quality more quickly.

In addition, we are working or improving processes in the development stage to address issues that are not troubles, but that have caused customer dissatisfaction, so that they can be improved in future new models.

Vehicle Quality Evaluations and Guarantees Based on Customer Perspective

We evaluate quality using customer perspective quality evaluation system called AVES* on prototype vehicles under development, vehicles undergoing quality verification and production vehicles to be sold to customers.

The evaluation consists of a static evaluation, in which confirm the appearance of the interior and exterior, and a dynamic evaluation, in which the vehicle is actually driven and confirm noise, vibration, steering stability, and the operation of various in-vehicle functions. Evaluations are conducted from the customer's perspective by internal qualified experts called AVES evaluators, who confirm whether the targeted quality standards have been achieved.

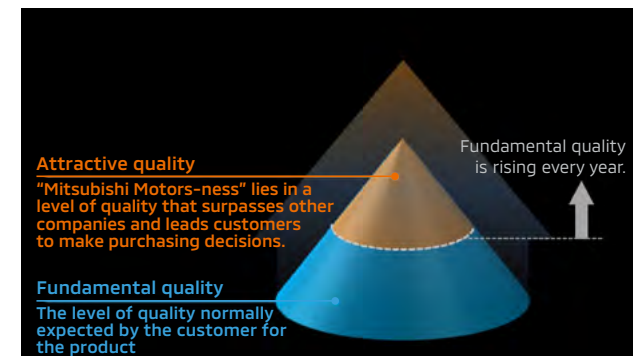
AVES plays an important role in "Start of production judgment" and "Delivery judgement" of new models, as well as in maintaining constant quality guarantees on production vehicles. Accordingly, these evaluations are performed thoroughly from the customers' perspective.

* AVES: Alliance Vehicle Evaluation Standard. Quality evaluation system used across the Renault-Nissan- Mitsubishi Alliance, in which evaluators who have in-house qualification evaluate vehicles in order to check more than 300 quality assessment criteria established from the customers' perspective.

Improving Perceived Quality

We are working on quality improvement with an emphasis on customer perceptions from the development stage in order to achieve high levels of customer satisfaction not only at the time of considering purchase, but throughout their car life after purchase.

Philosophy of Improving Product Quality



Perceived quality consists of two qualities. The fundamental is "fundamental quality" which customers typically expect from a product, and unless this level is achieved, customers will not purchase. In addition, the quality level that allows customers to recognize that our quality exceeds that of other companies and gives them a sense of "MITSUBISHI MOTORS-ness" will lead to customers making purchasing decisions. This is the area of "attractive quality."

By improving "attractive quality," we create products that customers can sense and choose from our unique appeal. In addition, by improving "fundamental quality," we create products that can be used for a long time.

We will continue our efforts to improve the perceived quality to ensure that customers feel more satisfied than expected when they touch or continue to use our products in their daily lives, and that they repurchase our products.

In addition, we are working on improving the perceived quality through efforts such as developing colors and materials that are tailored to the specific needs of customers and are environmentally friendly in regional color design.

Improving Sales Quality

MITSUBISHI MOTORS aims for top level customer's satisfaction and act in concert with sales companies to improve the quality of sales and become a brand that customers support and identify with.

Cooperation with Domestic Sales Companies

Domestic sales companies are promoting IT-based business negotiation styles as part of their efforts to offer proposals that meet customer needs and provide a new business negotiation experience. For example, we have introduced tablet devices to provide visually appealing product descriptions and to conduct service quality surveys to customers who visit our stores. By promptly capturing customer feedback through these surveys, we are able to make timely improvements. Additionally, we share successful examples that have led to improved customer satisfaction with our nationwide sales companies, encourage them to engage in improvement activities and further enhance customer satisfaction.

Cooperation with Overseas Sales Companies

Cooperation with sales companies in each country and region is essential for achieving high customer satisfaction overseas. MITSUBISHI MOTORS provides product information to sales companies on a daily basis. In addition, we hold periodic online meetings with sales companies in individual countries, and strives to gather comments and opinions from local customers, such as market information and product requests gathered through interviews. In these ways, we strive to gather input from local customers.

Sales companies in each country and region are working to digitalize the sales process. They are devising ways to further satisfy customers in each country and region, by conducting online negotiations and sales, and by introducing smartphone apps. We train salespeople both in person and online. In addition, we support sales companies' efforts to improve customer satisfaction by sharing good practices of their sales quality improvement activities in each country and region.

Appropriate Product and Service Information Disclosure

In compliance with the laws and regulations of each country and region, we strive to provide product and service information and labeling displays.

Improving Service Quality

At dealers, providing "Good quality service" from the customer's perspective is important from the time of vehicle purchase.

We are striving to improve our on-site customer support (communication skills and technical capabilities) in collaboration with our Japanese and overseas dealers, in order to ensure customer satisfaction and encourage repeat purchases.

Inheriting Service Skills in Japan

We have established unique service skill certification program for dealer staff. We offer an appropriate training for each certificated staff member to enhance their capabilities of actual customer services. To ensure uninterrupted education even when affected by the COVID-19 pandemic, we have been focusing on well-de-

veloped e-learning and online training. We will continue striving to make further improvements in training.

Additionally, from FY2023 we will resume in-person education, aiming to provide an even more comprehensive training.

We have seven Technical Centers across Japan and organizes technical meet-ups, seminars and technical expert visits, supporting dealers for highly technical advice and swift customer service.

Inheriting Service Skills Overseas

To ensure the same and high-quality customer services around the world, we have introduced global-common-standard training and certification program for automobile technicians aiming to advanced customer services.

As in Japan, online training in other countries is also available via internet. It delivers ceaseless opportunity for dealer staff to sophisticate their competence in spite of the impact of COVID-19 pandemic. Supporting from our technical experts are, of course, available at global dealers regarding such as highly technical advice.

Use of Customer Voice

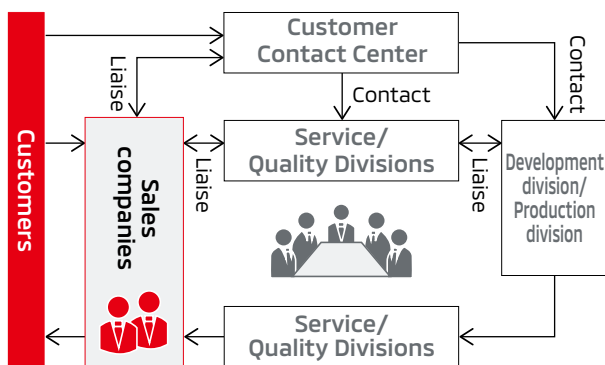
Our mission is to provide customers with a rich experience and satisfy them with their car life through attractive products and excellent after-sales services. To this end, we collect and analyze valuable customer feedback received from domestic and overseas sales companies and customer service centers, and our quality, development, production, sales, and service division work together to earnestly improve quality.

Improving Quality through Customer Voice

Dealers conduct detailed interviews with customers regarding troubles and the conditions in which they occurred.

This information provided to us by dealers is shared primarily by the quality department with related departments.

In addition, by using the system to analyze issues occurring in specific models, customer complaints of troubles (quality information), and repair records, we can quickly grasp troubles information and take countermeasures, which leads to quality improvement.



Customer Service Center initiatives

To serve more customers, MITSUBISHI MOTORS' Customer Contact Center receives inquiries via phone, email, and chat, including on weekends and holidays. The various comments and information from customers are managed in a database. Of the comments and information, matters regarding quality and issues are addressed in collaboration with dealers and are used for further quality improvements. In addition, feedbacks and complaints about merchantability and specifications, are shared with relevant divisions and used to improve product appeal even further. Note-

worthy comments and opinions including those that are particularly important are periodically reported to the top management.

In addition, we do not outsource the work of our customer Service center, instead our employees communicate directly with customers, maintaining a high quality of response, while also ensuring that customer feedback is accurately reflected in our products through smooth cooperation with each responsible department.

This leads to improvements in products and services.

Customer Support for Recalls and Other Field Campaigns

We have systems to provide information to customers timely in the case of implementing field campaigns such as recalls for safety issues. We send direct mail to affected customers and advise to have the vehicle inspected and repaired (free of charge) at the dealer as soon as possible. We also post information on our website so that customers can check whether their vehicles are subject to a recall and the status of repairs.

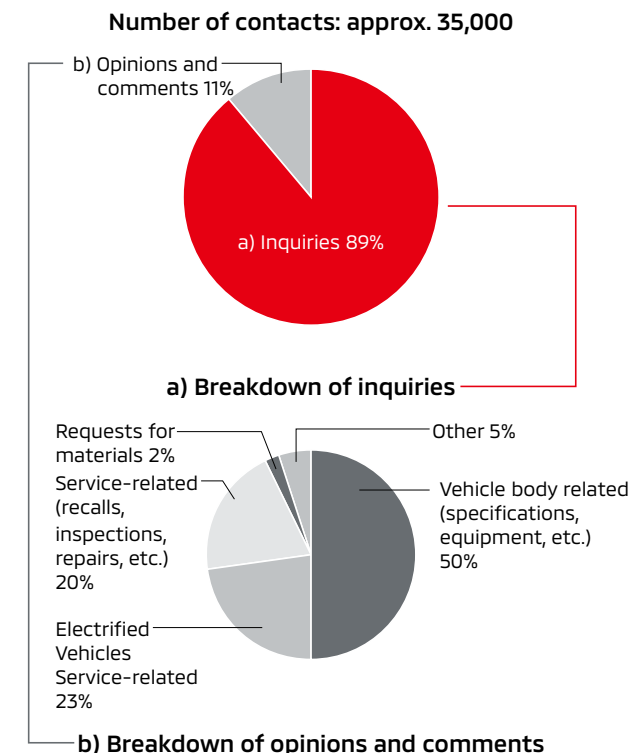
Refer to the site below for recall information.

[\(WEB\) http://www.mitsubishi-motors.co.jp/support/recall/](http://www.mitsubishi-motors.co.jp/support/recall/)
This site contains the Japanese market information (only in Japanese).

Number of Recalls/Service Campaigns and Affected Vehicles in Japan

	No. of cases	No. of units
FY2018	13 cases	Approx. 298,000 units
FY2019	15 cases	Approx. 590,000 units
FY2020	19 cases	Approx. 655,000 units
FY2021	13 cases	Approx. 492,000 units
FY2022	13 cases	Approx. 142,000 units

Contacts Received at the Customer Contact Center in FY2022



Management System

MITSUBISHI MOTORS analyzes quality information to realize “Being evaluated as top-level quality by customers,” and set specific objectives, discuss and implement countermeasures, and regularly follow up with the status of improvements.

Also, regarding information from customers about vehicle issues provided by dealers, we have established systems for quick discussion, decision, and implementation, by collecting and sharing information with related departments on a daily basis.

Meeting	Meeting Frequency	Chair	Members	Objectives
Quality Strategy Committee (QSC)	Quarterly	The Executive Officer, President & CEO or directors in charge*1	Executive Vice President responsible for Engineering, Senior Executive Officer responsible for Production, division general managers related to sales, service and product quality	Deliberation and decision of strategic topics in quality relating to sales, service and products
Quality of Management Committee (QMC)	Quarterly	Top management of QMS*2	Division and plant general managers, responsible person of direct departments	Sharing of best practices related to enhancing companywide management quality, responding to external examinations, reporting on items requiring correction and lateral deployment
Quality Management Meeting (QMM)	Monthly	Top management of QMS*2	Division general managers and supervisors in specialist positions (section head or higher) of divisions related to product quality	Confirmation of progress toward product quality targets, consideration and deliberation concerning effectiveness of improvement measures, provision of a forum for resolution in the event of troubles

*1 If delegated by the Executive Officer, President & CEO

*2 The person responsible for quality management system implementation, designated by the Executive Officer, President & CEO or the Executive Officer, President

QMS*3 ISO 9001 Initiatives

To achieve “product quality and sales/service quality that exceeds customer expectations,” continuous improvement of company-wide management quality is essential. Therefore, not only divisions directly involved in product quality and sales/service quality, but all divisions are working on management quality improvement throughout the company, and have obtained ISO 9001 certification.

To continuously improve management quality, we are implementing the following.

- 1) Plan and implement annual plans with quantitative objectives
- 2) Confirm progress at first-half and full-year management reviews
- 3) Share opportunities for improvement through internal audits
- 4) Use certification bodies to conduct examinations (surveillance, recertification)

In addition, our overseas production plants have similarly obtained ISO9001 certification, and continue our initiatives to ensure that our products, produced and sold around the world, have product quality and sales and service quality that exceed customer expectations.

*3 Quality Management System

Developing Quality Mindset

Since FY 2014, MITSUBISHI MOTORS has been holding Quality Forums in all business locations in Japan as part of our initiatives to encourage each employee to review and improve the quality of their work, thereby leading to quality improvements in products, human resource, and ultimately company's brand power and reliability.

Since FY2018, we have expanded the Quality Forum to our overseas locations, Mitsubishi Motors (Thailand) Company Limited (MMTh) and PT. Mitsubishi Motors Kurama Yudah Indonesia (MMKI), and it has become well established. We are planning to expand this initiative to other locations in the future.

Amid restrictions due to COVID-19, in FY2022, we have resumed physical exhibitions in addition to on-line exhibitions on a dedicated website.

Number of Participants

	Domestic forums	Overseas forums (Thailand, Indonesia)
FY2018	4,550	1,880
FY2019	6,200	800* ¹
FY2020	6,200* ²	2,310* ²
FY2021	6,000* ²	2,850* ²
FY2022	6,800* ²	2,700* ²

*¹ Due to COVID-19, held only in Indonesia

*² Due to COVID-19, held online

Understanding Customer Needs

We are conducting an educational activity called "Customer Voice Seminar" with the aim of giving each employee an opportunity to think about customer needs by listening to actual "customer voices."

For new employees and Mid-career employees, we incorporate it into the introductory training curriculum, and also provide many opportunities to consolidate a customer-oriented mindset, such as training for promoted employees and voluntary participation courses.

In addition, we have set up and regularly update a "Customer Voice Course" video site on our intranet, which enables employees to watch them at any time while working from home or during their free time at work.

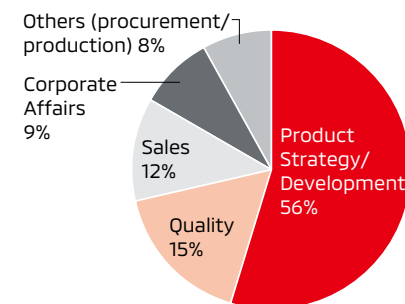
Developing Customer Orientation

We are supporting employees interested in acquiring Advisory specialist for consumers' affairs qualification, which is a business qualification from the Prime Minister and Minister of Economy, Trade and Industry, with the objective of considering needs from the consumers' perspective and improving the quality of products and services.

As of April 1, 2023, we have 60 qualification holders, making us 12th among Japanese companies and 2nd among Japanese automakers*³. In addition, approximately 70% of our qualification holders work in departments related to manufacturing and quality, and utilize their wide range of knowledge and sensibilities in manufacturing vehicles from the customer's perspective.

*³ Research by Japan Industrial Association

Advisory specialist for consumers' affairs



Contribution to Local Economy through Business Activities



Progress in FY2022

Annual creation of employment
Number of local employees
(including non-full-time employees)
(Thailand, Indonesia, the Philippines, Vietnam)

11 thousand people

Annual vehicle exports

384 thousand units

Vehicle exports (Thailand)

291 thousand units

Vehicle exports (Indonesia)

93 thousand units

- Employment creation in the ASEAN: Continued to create local employment at four consolidated companies in Thailand, Indonesia, the Philippines, and Vietnam
- Major human resource development and technology transfers in the ASEAN: provided scholarships to vocational training schools and technical universities, provided training vehicles, conducted education and training courses (Thailand, Indonesia, the Philippines, Vietnam), established a new paint plant and commenced mass production (Thailand)
- Major exports to the ASEAN: Continued to export vehicles from Thailand and Indonesia (exported vehicles: [Thailand]: TRITON, PAJERO SPORT, MIRAGE, Attrage [Indonesia]: XPANDER)
- Started joint study of Kei-car segment commercial electric vehicle in Thailand and Indonesia with logistics companies and state-owned postal service. Also began projects to install solar power systems at hospitals in Thailand, projects to install rooftop solar power systems at factories in Indonesia and the Philippines, and promoted other activities that help reduce environmental impact.

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Basic Approach

MITSUBISHI MOTORS has been developing business in the ASEAN since prior to the rise of motorization, and we have grown up alongside these countries while developing close ties with the region based on the idea that "regional development" is "MITSUBISHI MOTORS development."

In this region, where we have undertaken business activities for many years, we are working proactively to address local social issues. To promote joint growth, we will invigorate the region, cultivate the market, understand consumers' needs and reinforce our own brand. In these ways, we believe we can simultaneously achieve regional development and our own development. "Challenge 2025," the new mid-term business plan we announced in March 2023, calls for the concentration of management resources on the ASEAN—a core area of business. In addition, in the aim of achieving further growth MITSUBISHI MOTORS will conduct higher and stable spending on R&D and capex, which will include increased expenditure on electrification, IT and new business as a proportion of total expenditure. One of our material issues is "contribution to local economy through business activities." In accordance with this aim, by developing our business in the ASEAN, we will contribute to the local economy through employment, human resource development, investment, technology transfer and exports.*1

In addition, by responding to social needs specific to the ASEAN, we will engage in initiatives that lever-

age our technologies and services in the areas of the environment and social contribution, as well.*2

*1 Please see page 15 for details on identifying material issues

*2 Please see pages 76–78 for specific examples

Management Structure

Local subsidiaries take charge of planning and implementing activities in line with initiatives that target material issues in the ASEAN, such as "contribution to local economy through business activities." Our sales division, which maintains administrative and supervisory functions, is responsible for promoting these initiatives. In the four countries where our production bases are located (Thailand, Indonesia, the Philippines and Vietnam), every six months we check with local subsidiaries on the rate of progress and results of initiatives, reporting to the management team via the Sustainability Committee.

Employment

Markets in the ASEAN have been affected by the COVID-19 pandemic. To help reinvigorate the economy and facilitate growth, we believe it is our mission to continue to create employment in the region. We employ approximately 1 thousand people in FY2022, in the four countries where we have production bases: Thailand, Indonesia, the Philippines and Vietnam. In FY2023, we will use local human resources in line with our business plans.

Target
● 4.4Targets
● 9.2
● 9.4Target
● 10.2Target
● 11.5Target
● 13.1Target
● 17.7

Human Resource Development

In the ASEAN, which is working to become more industrially advanced, MITSUBISHI MOTORS helps by providing experience in automobile manufacturing, sales and service. In addition to cultivating specialized expertise and skills, we cultivate people who are involved in manufacturing and foster local economic growth. In FY2022, each country conducted training and on-the-job training (OJT), combining face-to-face and online training depending on status of COVID-19 infections.

- In Thailand, we conducted online sales and service training for around 40 thousand employees and dealer staff.
- In Indonesia, we conducted training to enhance operational skills for around 250 local employees according to their business level.
- In the Philippines, we conducted education and training aimed at enhancing local employees' operational skills and productivity. Around 6,900 people took part in these efforts to enhance their level of specialization.

In FY2023, we plan to continue providing training courses and OJT according to conditions in each country.

Investment

We continue to make capital investments in plants, which support local economic growth.

In FY2022, we decided to produce the Kei-car segment commercial electric vehicle "MINICAB-MiEV" locally in Indonesia and to expand export destinations for other models, and we are continuing to invest in this area. In addition, as we see substantial room for growth in the ASEAN and Oceania, our core business regions, our new mid-term business plan, "Challenge 2025," calls for stable or increased levels of R&D and capital expenditure from 2026 onward to respond to an upcoming era of major transformation.

Technology Transfer

We continue to support the enhancement of manufacturing capabilities and strengthening of competitiveness through local production in various countries, with a focus on the ASEAN, our driver of growth.

In FY2022, we promoted the overseas transfer of manufacturing technologies, including electrified vehicles developed in Japan, through the preparation for production of new models such as the "TRITON" pickup truck, compact SUVs, and the "MINICAB-MiEV," which is our first electric vehicle to be produced overseas.

To enhance manufacturing competitiveness, we have introduced the Buddy system (sharing a com-

mon destiny), and we are forming Buddy partnerships between our overseas and domestic factories. This allows for the implementation of various measures to enhance competitiveness and the transfer of expertise, from the launch of new vehicle models to mass production operations.

In addition, we are actively promoting the adoption of solar power generation in our efforts to create environmentally friendly factories. We have installed solar panels not only in our newly established painting plant in Thailand, but also in our plants in Indonesia and the Philippines. By transferring the technology and know-how of solar power generation that we have cultivated in Japan to our overseas production facilities, we are working towards more environmentally friendly factories.

Furthermore, we implemented vocational training support and technical education activities for local personnel from technical universities and vocational training schools in Thailand, Indonesia, the Philippines, and Vietnam. This included providing scholarships, internship vehicles, conducting educational workshops, organizing online seminars for teachers, and offering education programs for the children of employees involved in the automotive industry. These initiatives aimed to facilitate technology transfer and enhance the vocational training of local talent in the region.

In FY2023, we will continue to support the advancement of the regional manufacturing industry.



Export

Exports generate foreign currency, which supports the continuous growth of the local economy. Mitsubishi Motors (Thailand) Co., Ltd. (MMTh) is our largest overseas production base. Leveraging this strategic location, we export key models (including pickup trucks and SUVs) to ASEAN countries and globally. FY2022 marked an easing of the restrictions on movement imposed as measures to combat COVID-19, as well as the lifting of border closures. As a result, exports improved year on year. Specifically, we shipped 29 thousand units from Thailand and 93 thousand units from Indonesia, reaching our annual targets for both countries. In FY2023, we will continue to enhance a mutually comprehensive structure for production within the ASEAN, as well as promote exports to other ASEAN countries and the rest of the world.



New "XPANDER CROSS"

Environmental and Social Contribution

In the ASEAN, there is an increasing focus on addressing environmental regulations, prompted by a growing demand to realize a carbon-neutral society. In response, we are leveraging our expertise and knowledge in EV technology to help resolve social challenges in the region.

In FY2022, we verified environmental developments to promote EV adoption through demonstration experiments using our Kei-car electric vehicle, the "MINICAB-MiEV," in collaboration with national postal services and logistics companies in Thailand and Indonesia. Additionally, to reduce CO₂ emissions we initiated the "Solar for Lives" environmental government-collaboration project, installing solar power



Charging of "MINICAB-MiEV," which are being used in a joint study



Hospital with a rooftop solar power system installed as part of the "Solar for Lives" environmental project

generation facilities at hospitals in Thailand. Furthermore, we are implementing projects in Indonesia and the Philippines to install solar panels on factory rooftops to generate power. In FY2023, we will continue to promote electrified vehicles in the ASEAN and engage in activities that help reduce environmental impact.

Human Resources Management

Human Resources Strategy

mitsubishi motors believes that "human resources" are the key to achieving sustainable growth and enhancing corporate value, especially amid a rapidly changing business environment.

In FY2022, our president and management team engaged in discussions to determine the ideal path for the Company, taking employee feedback into account. As a result, we have updated our behavioral guidelines, the "MMC WAY," which outline the principles that the Company values.

As a company and as individuals, we will share the new "MMC WAY," which embodies what is important in our lives, and work together as one to take on challenges as we work toward our goals.

Furthermore, we will continue to create fulfilling workplaces and invest in human resource development as the basis for putting the "MMC WAY" into practice.

< Strategic Human Resources Priorities >

- Build a better place to work
- Enhance learning opportunities/reskilling programs
- Secure/cultivate a diverse workforce

The Type of People We Look for (MMC WAY)

MITSUBISHI MOTORS has summarized the attitudes and actions that employees need to practice to fulfill our mission. We have encapsulated this information into five concrete and easy-to-understand keywords and shared them with employees as the "MMC WAY."

The first two items in the new "MMC WAY" emphasize key values. They call on us to "think of our customers first" as the foundation for earning "society's trust" and to "contribute to the advancement of society" through our corporate activities. These items incorporate the message that every employee must remember our raison d'être: satisfying customers and contributing to society through corporate activities.

With the other three items, we have expressed important elements in the previous "MMC WAY" more specifically and clearly.

The "MMC WAY," our behavioral guideline for employees, is reflected in the personnel evaluation system. It introduces a multi-faceted competency evaluation based on three pillars: the "MMC WAY," "human resource development and organizational management," and "expertise." This aims to promote the dissemination of shared values and encourage proactive employee growth.

MMC WAY

1. Think of Our Customers, Strengthen Trust
2. Enrich Society
3. Welcome All Facts, Share Difficult News First
4. Conduct and Challenge Yourself Professionally
5. Respect All, Work as a Broader Team

Promotion Structure

MITSUBISHI MOTORS has established the Human Resources Development Council, consisting of the Executive Officer, President & CEO and other members of the management team to promote and implement human resources strategies that are linked to management strategies. The council continues to discuss and examine the development of human resources at various levels, from securing excellent personnel to nurturing individuals from young and mid-level professionals to management leaders.

We are formulating an optimal personnel plan that incorporates strengthening the expertise of each function that supports our business to develop powertrain control system for electric vehicles, expanding the scope of various elemental technologies, promoting carbon neutrality, driving digitalization, and exploring new business areas. We recognize that personnel are the source of the Company's competitiveness and

treasure. Therefore, we are working to create a workplace where employees can work with peace of mind and showcase their abilities, expanding opportunities for development, including education and training to encourage employee challenges and growth, and analyzing the internal and external environment and market trends surrounding the Company to attract talented individuals. Through open discussions at human resources development meetings, we review and evaluate existing measures and initiatives, as well as consider and deliberate new initiatives.

For FY2023, we are making preparations to implement specific measures that will support the mid-term business plan, "Challenge 2025," with a focus on the following key areas of our human resource strategy: "Build a better place to work," "Enhance learning opportunities/reskilling programs," and "Secure/cultivate a diverse workforce."

In particular, we will organize specific operational policies for free location and work arrangements that take into consideration childcare and nursing care, implement training programs to strengthen next-generation leadership, promote personnel exchange with overseas affiliates for the purpose of utilizing the Group's human resources on a global basis, and create an environment in which diverse human resources, including women, elderly persons, and persons with disabilities, can play an active role.

Conducting Engagement Surveys

The Company has continued to conduct engagement surveys (employee surveys) since FY2013. This survey aims to visualize the state of the Company, the entire organization, and employees, and to address the

challenges revealed by the results, thereby reinvigorating individuals and organizations and promoting an improvement in employee engagement.

Based on the analysis of the survey results, we have conducted feedback sessions with executives, department heads, and respective departments to promote actions for improving engagement. In particular, to enhance the organization and human resource management, we organized workplace workshops and internal seminars, such as "Drive your team," for department heads to improve the quality of management. The survey results are also used as reference data during human resources development meetings attended by senior executives to discuss the future direction of human resources development. This helps us take action as a company to continuously enhance employee engagement.

Additionally, to improve employee engagement, we believe that "proactive career development support" is crucial. With this in mind, in FY2022 we established a new open application framework for the Global Career Development Program (GCDP), an overseas work training program for young employees, allowing any employee who meets the requirements to apply.

Human Resource Evaluation

We have introduced multifaceted competency (behavioral) evaluation systems for general managers and section managers, as well as for general employees, based on a performance achievement evaluation using a target management system, the "MMC WAY" (our action guidelines), human resource development and organizational management, and expertise, respectively.

We have positioned these systems as management-enhancing tools aimed at general managers and section managers with the objective of revitalizing the organization. In doing so, we aim to: (1) Share organizational objectives and foster a sense of responsibility for achieving these objectives, (2) Enhance incentives for achieving objectives, (3) Enforce mindset and behavior expected from employees, and (4) Make appointments and promotions according to merit.

For non-management personnel, our aims are (1) Sharing organizational objectives and instilling a sense of responsibility for achieving them, (2) Raising transparency and employee approval of evaluations and employee treatment, and (3) Promoting the establishment of shared values.

Fair Compensation System

We introduced a remuneration system that allows for appropriate compensation based on the degree of contribution, and weight of the roles and responsibilities of each employee. We provide the system to enhance each employee's career and motivation. In conjunction with raises given annually based on individual performance, raises are also given according to advances in career.

We comply with local laws and regulations regarding wage levels and set wage levels according to job classifications, taking into consideration industry levels. There are no discrepancies in wages based on race, nationality, sex, or other such reasons.

▶Data (p. 125): Wage levels

Promotion of Work Style Reforms in Response to the New Normal (Diversity, Work-Life Balance)



Progress in FY2022

Percentage of female instructors in technical fields*1
 [FY2021: 12.2%] **13.1%**

Percentage of male employees taking childcare leave*2
 [FY2021: 16%] **68.4%**

Percentage of employees with disabilities
 [FY2021: 2.44%] **2.33%**

- Conducted a survey on attitudes toward diversity and work-life balance
- Implemented training on managers promoting male paternity leave
- Introduced measures at the organizational level to strengthen communication based on engagement survey results

*1 Percentage of assistant managers

*2 For FY2022, the rate of people taking childcare leave and other leave for the purpose of childcare was calculated according to the Childcare and Family Care Leave Act. In FY2021, only the rate of people taking childcare leave was calculated

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abilities, and where people can work enthusiastically and in good health, both physically and mentally.

The COVID-19 pandemic has prompted us to challenge the conventional approach toward "going to the office" to work, instead encouraging more flexible work styles that are less location- and time dependent. To leverage diverse human resources to create value, we are creating a working environment that helps individuals maximize their capabilities. In this way, we aim to achieve increases both in work productivity and quality of life, helping to realize a better work-life balance.

Initiatives toward a Flexible Working Style

To promote and implement flexible working styles that enable diverse employees to fulfill their potential, in FY2020 we established the "Flexible Working Styles Consideration Committee," which is chaired by the Executive Officer, President & CEO. This committee has been discussing matters to be addressed over the medium to long term. Based on the direction of its initiatives, in FY2021 relevant departments within the Company took over the promotion items from

the committee and are continuing the initiatives. Key initiatives are outlined below.

Area of work (remote work)	To provide a more comfortable working environment than before, we eliminated the maximum number of hours and days for remote work. In addition, we allow work to be conducted at any location, even outside the home, that meets requirements.
IT domain	Improve IT infrastructure and significantly increase the maximum number of VPN connections
Provide IT support tools	Introduce communication tools to enhance communication between at-home working and remote locations
Increase in IT literacy	Share knowledge and usage examples at the departmental level to promote the use of communication tools

Promoting Diversity

MITSUBISHI MOTORS aims to grow sustainably while responding to the significant changes in the business

Basic Approach

MITSUBISHI MOTORS views "people" as the key to creating "sustainable growth" and "improving corporate value" in the significant-changing automobile industry. We therefore believe in the importance of realizing an environment where each and every person can perform meaningful work and demonstrate his or her

Diversity Promotion Policy

We aim to respond to change and heighten organizational capabilities by incorporating diverse viewpoints and approaches through the different abilities and characteristics of each employee. In this way, we will create vehicles offering new levels of attractiveness and value. We are promoting Di@MoND (Diversity @MITSUBISHI MOTORS New Drive) activities to create an environment where employees can maximize their individual abilities and play an active role.



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and market environment resulting from diversifying customer needs and technological innovation. To this end, it is important for employees with different values and ideas to work together to create automobiles with new appeal and value. With respect for employee diversity including race, nationality, ethnicity, gender, sexual orientation, gender identity, age, ability or religion, we are making efforts to create environment where each person can energetically work without difficulty.

To promote and achieve diversity, we are pursuing Di@MoND activities by the Diversity Promotion Office based on the "Diversity Promotion Policy" we established in July 2014. By embracing diversity, our aim is to leverage employees' diverse characteristics in a manner that will contribute to the mutual growth of the Company and each individual employee. Initially, Di@MoND activities prioritized women's participation and advancement in the workplace. Now, we are also working to provide working environments that are comfortable for all.

▶ Data (p. 122-123): Number of employees, number of employees by region, number of locally hired managerial employees at overseas subsidiaries, status of female managers, status of female executives, employee makeup, number of new graduates hired, number of mid-career employees

Promoting Women's Participation and Advancement in the Workplace

MITSUBISHI MOTORS promote "women's participation and advancement in the workplace" as a priority issue. Since 2014, we have been selecting female managers and manager candidates to join the Working Women's Empowerment Forum, led by the Japan Institute for Women's Empowerment & Diversity Management.

From 2017, we have also been sending manager candidates to seminars hosted by the Aichi Gender

Equality Foundation.

Based on the "Act on Promotion of Women's Participation and Advancement in the Workplace," in April 2021 we formulated an action plan to promote women's advancement, setting 15% as our target ratio for female assistant managers, which we are working to achieve by March 2024.

Action Plan to Promote Women's Advancement [5MB]
(only in Japanese)

▶ Data (p. 122): Status of Women Promoted to Management and Executive Positions

TOPICS

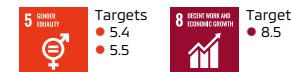
Inclusion in the "Morningstar Japan ex-REIT Gender Diversity Tilt Index"

MITSUBISHI MOTORS has been selected as one of the constituent stocks in the "Morningstar Japan ex-REIT Gender Diversity Tilt Index," which was designed by Morningstar for environmental, social, and governance (ESG) investing.

We rated in "Group 1," the highest rating on a five-tier scale, in an index that focuses on companies with a well-established gender diversity policy that is ingrained in their corporate culture and that promise equal opportunities for employees regardless of gender.

List of work-life balance assistance programs

Programs		Overview
Childcare	Pregnancy leave	Can be taken for the designated period of time applied for in advance, between becoming pregnant and the day prior to maternity leave (may be taken multiple times)
	Maternity leave	Six weeks prior to birth and eight weeks after birth
	Spousal maternity leave	When a spouse gives birth, the employee can take up to two days of leave between the day before and 14 days after the date of birth or expected date of birth.
	Childcare leave	Can be taken up to the end of April of the following fiscal year after the child's third birthday
	Leave to care for newborns	Up to four weeks of leave can be taken within eight weeks of the (expected) date of birth. Partial employment during the leave period is also possible.
	Child nursing leave	Can be taken until the end of the fiscal year of the child's 12th birthday (one child: up to 5 days; two and over: up to 10 days; first five days are paid in both cases)
	Reduced working hours for childcare	Four-, five-, six-, or seven-hour work shifts can be chosen until the end of the fiscal year of the child's 12th birthday (combined use with the flextime system is also available)
Nursing care	Nursing care leave	Aggregate total of three years can be taken per person receiving nursing care
	Short-term nursing care leave	If one person receiving nursing care: up to 5 days; if two or more people receiving nursing care: up to 10 days (first five days are paid in both cases)
	Reduced working hours for nursing care	Available until the reason for the nursing care no longer exists. Employees can elect to work, four-, five-, six-, or seven-hours per day, and are also eligible for flextime work.
Miscellaneous	Life plan leave	Employees can take up to 10 days leave per year for various predefined purposes such as receiving treatment for non-work-related injury/illness, caring for family, childcare, infertility treatment, participating in volunteer activities, and language studies
	Accumulation of unused paid leave	Employees can accumulate unused annual paid leave up to four days per year to a maximum of 40 days which can be used for predefined purposes. (E.g., receiving treatment for non-work-related injury/illness, caring for family, childcare, participating in volunteer activities, and infertility treatment)
	Flextime system	System that lets employees set their own working hours with no core time under predefined conditions on prescribed work days
	Telecommuting system	System that allows employees to work from a location other than their own or family home, as long as certain conditions are met, and to pay an allowance
	Reemployment system	Eligible for employees who resigned due to pregnancy, the birth of a child, childcare, nursing care, marriage, moving due to spouse work transfer, or other reasons recognized by the Company, with an applicable period within five years after resignation
	Accompanying leave	Temporary leave system for employees to accompany spouses who have been transferred in Japan or overseas or are studying abroad, with an applicable period of from one month to five years



Promoting a Work-Life Balance

MITSUBISHI MOTORS is enhancing our work-life balance assistance programs to accommodate the diverse work styles of our employees. In FY2017, we introduced the telecommuting and accompanying leave systems to accommodate diverse work styles and life events. In FY2018, we established the "Work-life Balance Support Concierge" within the Company, from which employees can seek advice on the programs suitable for their individual childcare and nursing care needs. Following feedback from employees who had sought advice, we relaxed the criteria for child nursing leave, short-term nursing care leave and the telecommuting system. In August 2021, we revised the telecommuting system in an effort to create an environment that fosters more productive and highly flexible working styles.

▶ Data (p. 123-124): Number of persons taking childcare leave and retention of returnees, people utilizing major programs to promote work-life balance

Helping Employees to Balance Work and Childcare

We actively support employees who seek to balance work and childcare.

We have established on-site daycare centers at



Dia-Kids Tamachi, a day-care center for employees (within the head office building)



Dia-Kids Okazaki (within the Okazaki site)

our facilities. Dia-Kids Okazaki was opened at the Okazaki site in April 2017, followed by Dia-Kids Tamachi at our head office building in February 2019.

On the working environment development front, to further encourage male employees to take childcare leave in accordance with the enforcement of the revised Childcare and Family Care Leave Act, in FY2022 we conducted training for managers and seminars for expectant fathers and mothers.

Helping Employees to Balance Work and Nursing Care

As society ages, we believe it is important to help employees balance work and nursing care.

We have set up contact points where employees can consult with nursing care specialists as required via email or on the phone. Furthermore, we organize regular nursing care seminars delivered by outside instructors to provide basic information about how they can balance their work and nursing care. In FY2022, approximately 170 people attended the online seminar, which was held simultaneously in all regions.

As a new initiative, we also have made on-demand viewing available to suit the convenience of each participant.

Increasing Employment of Senior Workers

With the goal of handing down skills and technologies and securing a talented workforce that makes the most of its knowledge and experience, we operate a program to reemploy senior workers after their retirement. As of June 2023, there were 850 reemployed

workers, engaged in handing down techniques and training the next generation.

Promoting Employment of People with Disabilities

Aiming to achieve a workplace where everyone can work, we actively hire people with disabilities in a wide range of occupations. In FY2022, the percentage of employees with disabilities at the Company was 2.33%, which exceeds the statutory level. We will continue to promote additional employment while improving the work environment.

On a consolidated basis, the Company employs 174 people with disabilities, including physical, mental and intellectual abilities. At our head office, we have installed wheelchair- and ostomate-compatible toilet facilities, creating a working environment amenable to employees with disabilities.

We also promote the employment of people with disabilities through MMC WING, a special-purpose subsidiary established in April 2007. This company employs 64 workers with intellectual disabilities at the Okazaki and Mizushima plants. MMC Wing, now in its 16th year since establishment, has received many inquiries about employment from "Hello Work" Public Employment Security Offices, the prefectural employment and support center for disabled persons, and special needs schools, and has established a high profile in the region. To help support the employment of people with disabilities, we proactively accept requests from employment support facilities and special needs schools to try on-site training,



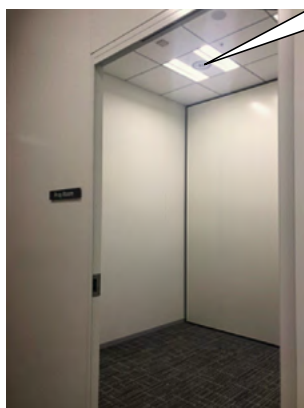
teaching people with disabilities opportunities about group activities and work processes.

As the presence of supportive instructors is essential for promoting and providing stable employment for people with disabilities, in FY2021 we started to offer an internship program for university students preparing for employment to help them understand the work of instructors as an opportunity to come into contact with a diverse range of people and occupations.

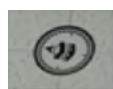
▶ Data (p. 124): Number of hired people with disabilities

Global Action

As part of the support offered to our workforce of non- Japanese employees, which is increasing year by year, MITSUBISHI MOTORS has established prayer rooms at our head office and Okazaki sites that are



Prayer room in our head office



indicating the direction of worship



Hand- and foot-washing facilities

Prayer room in the Okazaki area

available to people of all religions and denominations. These rooms are open to customers, suppliers and other stakeholders who visit our sites. A facility for cleansing parts of the body before worship has also been set up in the prayer room at the Okazaki site.

▶ Data (p. 122): Number of employees by region, number of locally hired managerial employees at overseas subsidiaries

Promote LGBTQ Awareness

Our human rights policy* defines “respect for human rights of our stakeholders” and states that we will not tolerate unfair discrimination or harassment based on such factors as gender, sexual orientation or gender identity, and will respect diversity. Furthermore, the MITSUBISHI MOTORS Global Code of Conduct, which all employees and executives are bound to comply with, clearly states: “Respect Human Rights and Diversity, Provide Equal Opportunity.”

Based on these ideas and policies, we are striving to improve the workplace environment and internal systems in order to create a comfortable working environment where LGBTQ people can play an active role in the Company. In our employee system, the definition of marriage includes same-sex relationships, and employees in such relationships can take marriage and childcare leave and use Company housing. Since FY2018, we have held seminars to help provide basic knowledge to aid in accurately understanding LGBTQ issues and increasing supporters known as “Allies.” Approximately 240 people attended the seminar in FY2022. Some 11,440 employees took part in e-learning. Upon request, employees who have taken the

course can receive “ally stickers” to make the promotion more visible.

* See our website for details of our human rights policy. [\[WEB\] https://www.mitsubishi-motors.com/en/sustainability/society/human_rights/pdf/human_rights_policy.pdf](https://www.mitsubishi-motors.com/en/sustainability/society/human_rights/pdf/human_rights_policy.pdf)

TOPICS

Awarded PRIDE Index Gold Rating

In the PRIDE Index, which was designed by “Work with Pride” as a criteria for evaluating initiatives related to LGBTQ and other sexual minorities in the workplace, we have been consecutively awarded Gold certification since FY2018. We will continue to create workplace environments that are friendly for all employees.



Participating in Initiatives Outside the Company

We have pledged our support to the Business for Marriage Equality campaign, which invites companies to join us in calling for equality in marriage.

Business for Marriage Equality is a campaign spearheaded by three Japanese non-profit organizations in an effort to visualize companies that support the legalization of same-sex marriage. MITSUBISHI MOTORS actively strives to fulfill its social responsibility and contribute to the achievement of the United Nations Sustainable Development Goals (SDGs). By endorsing this campaign, we aim to further contribute to SDG numbers 5 (Gender Equality) and 10 (Reduced Inequalities).

Stepping up Human Resource Development



Progress in FY2022

Total training hours per year*1
[FY2021: 96,770 hours] **117,845 hours**

Training time per employee*1
[FY2021: 0.87 days] **1.08 days**

Training cost per employee*1
[FY2021: ¥6,171] **¥9,414**

[FY2021: Degree of penetration and practical implementation: 66%*2] **Degree of penetration*2 77%**

Level of practical implementation*2 68%

- Company-wide, rolled out on-site workshops and other awareness measures in conjunction with the update to the employee behavior guideline (MMC WAY)
- Created an original e-learning program to improve the skills of evaluators in accordance with changes to the personnel system, and encouraged all evaluators to take part in the program
- Phased the introduction of DX-related courses into training programs by level

*1 Training led by the Human Resources Division (excluding division-specific training)

*2 MMC WAY penetration and practical implementation based on employee engagement survey results

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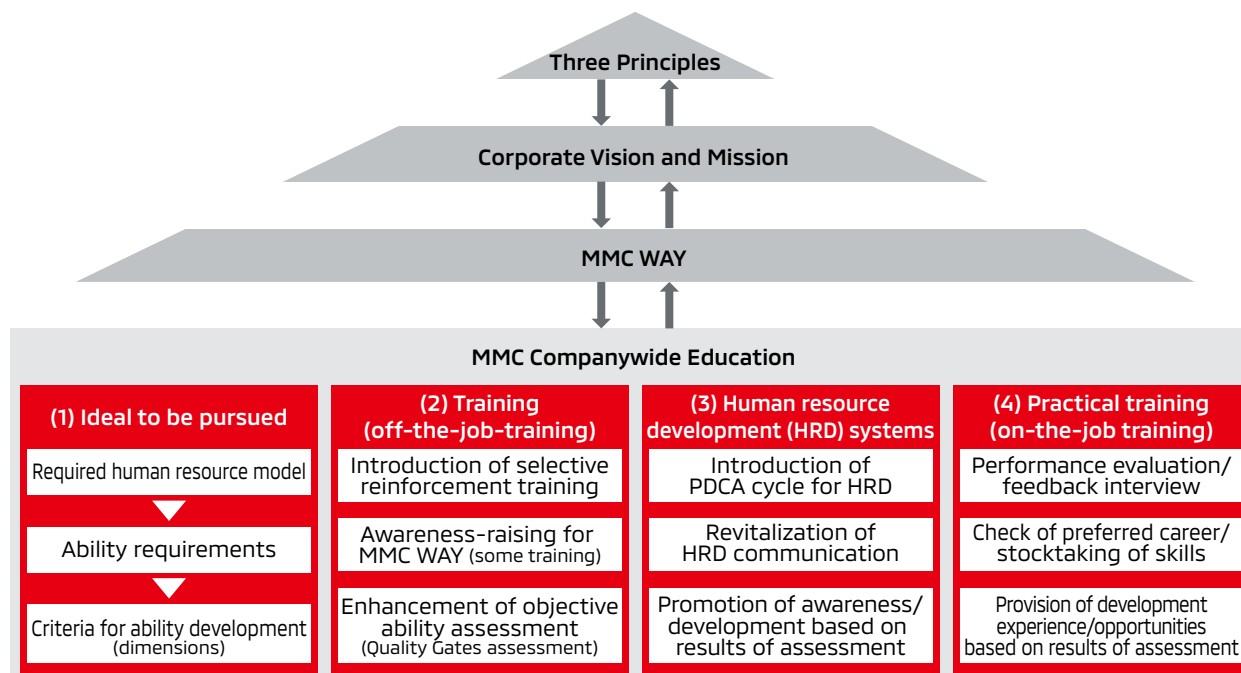
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Basic Approach

MITSUBISHI MOTORS' educational structure is supported by three pillars: the "Three Principles," a statement of the Mitsubishi Group's management principles; our Corporate Vision and Mission; and the "MMC WAY," guidelines for daily behavior. We have clarified the abilities and skills necessary to put these principles or behavior into practice. We also specified the ideal model for each job classification and introduced respective curricula based on both.

Employees also discuss their personal vision for the future during annual interviews with their superiors. Sharing such visions between superiors and subordinates leads to achievement of human resource development with deeper understanding.

Education Pillars of MITSUBISHI MOTORS





Training and Education

MITSUBISHI MOTORS' Education Program

Based on the education pillars, sections in charge of education with the Human Resources Division have put in place a training program for the systematic

development of human resources, from entry-level employees to general managers.

We plan and implement a variety of employee training programs, including not only training curriculum based on employee job classification, but also selective training for managers, training for all employ-

ees utilizing e-learning, and selective training in which employees voluntarily choose a program to attend.

Consideration for Training Methods in Response to a Changing Environment

To respond to the changing environment and boost its organizational capabilities, we have put in place a training system that cultivates personnel in a systematic manner, from entry-level employees to general managers.

As in FY2021, in FY2022 we provided interactive online training with a focus on group work, shifting away from traditional lecture-based training. However, we also conducted some hierarchical training programs, such as training for newly appointed division managers, in a face-to-face format as we look to the post-COVID era, and worked to incorporate both online and in-person training methods.

The ability of each individual is the key to corporate growth in a situation where the future is difficult to predict. Recognizing this, we will continue to study and implement mechanisms that help employees cope with changes in the environment and support their personal growth.

▶ Data (p. P124): FY2022 training results

Job Classification (required human resource model)	Training for each job rank				Training across all job ranks	Global		
	Training for newly promoted employees	Reinforcement training	Training for candidates for promotion	Institutional training		Mindset/Skills	English	
General managers (M1) (innovation leader)	Training for newly Promoted M1	Selective reinforcement training (e-Learning)			Evaluator Training	Training for mid-career employees	Mindset/Skills	English
Section managers (M2) (management professional)	Training for newly promoted M2	Leadership training for organizational transformation Selective reinforcement training (e-Learning)	Training for M1 candidates (assessment)					
Assistant Manager (a leader of practical work)	Training for newly promoted Assistant Manager	Training for M2 candidates	Training for M2 candidates (assessment)		Training for mentors of new graduates	Engineer training	Global mindset training*2	English
Main Staff (a key player in the execution of work)	Training for newly promoted Main Staff	Training for Assistant Manager candidates						
Staff (a professional in the operational work)	Entry-level employee training	Third year training*1 Second year training			Global mindset training*2	Global mindset training*2	English	
Clerical Staff (efficiently carries out operations)	Entry-level employee training	Third year training*1 Second year training						

*1 Mid-career employees undergo fundamental business skills follow-up training corresponding to third year training.

*2 To be conducted within third year training and entry-level employee training program, respectively.

*3 GCDP: Global Career Development Program



Fostering Global-Minded Human Resources

In line with increases in both overseas production and sales volumes, MITSUBISHI MOTORS is placing emphasis on developing human resources who are capable of adopting a transglobal perspective and performing in the global business field.

English language skills are essential when working with stakeholders outside Japan, so we offer employees training designed to systematically improve their English skills, including beginner and intermediate courses aimed at improving basic skills. We also offer local language courses for employees who will be stationed in non-English-speaking countries.

In addition to language training, we run a program in which younger employees are dispatched to non-English-speaking emerging countries for three years (one year of language training + two years of work experience at a local affiliate). Plans are also in place for training programs at overseas subsidiaries.

Supporting Lifelong Education

In accordance with the Revised Act for the Stabilization of Employment of Older Persons, which went into effect in April 2021, we are promoting the reemployment of retirees aged 60 and over to steadily pass on the skills, knowledge and experience of our skilled workers.

We are also working to support the lifelong career development of our employees. For instance, we regularly hold Good Life Seminars, a joint undertaking with the labor union geared toward employees aged 50 and over, where we give post-retirement life planning advice.

FY2022 Seminars for Future Good Life

Number of seminars	4 in total across the company
The number of participants	55

Career formation and evaluation

Personnel System

Regarding career formation, we have put in place a system which enables employees to proactively set their own goals based on their achievements, capabilities, and life plans, while elevating their capacity to achieve these goals.

As a specific career development method, employees participate in interviews with their superiors every year. The interviews are held based on their Career Development Plans in which employees describe a future career course they hope to take and their medium- to long-term career design by reflecting on their past career. The aim of this interview is to have employees build an objective picture of their challenges and then proceed along a career path they have formed for themselves with conviction and a high degree of motivation.

Promoting Occupational Health and Safety



Progress in FY2022

Overall accident rate*1
[FY2021: 0.20]

0.31

Accident rate with loss of workdays*2
[FY2021: 0.03]

0.06

New mental health patient incidence rate*3
[FY2021: 0.62%]

0.76%

Attendance at "safety training schools" (of which, 4,873 attended remote safety training schools)
[FY2021: 2,842]

7,228 people

- Operated "remote safety training schools," which enhance the ability to predict danger through visual experiences
- Assessed compliance with safety-related laws and regulations at each factory, as well as technical centers, parts centers and subsidiaries and affiliates in Japan
- Promoted an outside EAP*4, a type of "mental health program"

*1 Number of accidents with or without loss of workdays per 1 million working hours

*2 Number of accidents with loss of workdays per 1 million working hours

*3 (Total number of new mental health patients ÷ total number of workers)×12

*4 Short for Employee Assistance Program. This employee support program seeks to improve individual and workplace health by implementing organizational mental health measures, offering health consultations on individual physical or mental health issues, and addressing compliance and other issues.

<Related pages>

P15 MITSUBISHI MOTORS' Materiality

P21 Materiality

P79 Human Resources Management

P122 Human Resources-Related Data

Basic Approach

mitsubishi motors believes ensuring the health and safety of employees is the foundation of corporate activities. Accordingly, based on a Health and Safety Management Policy we are undertaking related measures on an ongoing basis, including through offices for on-site cooperation.

Basic Policy

1. We will undertake companywide activities with emphasis on each process of the PDCA cycle to eliminate workplace risks and hazards with safety taking priority over all else. Within each activity, confirmation, follow-up, and improvement will be carried out successively and continuously.
2. Workplace supervisors from senior management down will implement comprehensive health and safety management measures under their own responsibility with an awareness that ensuring health and safety is the foundation of management. They will strive to create a workplace culture of discipline with consideration for others and a strict attitude of not engaging in, not allowing others to engage in, and not overlooking unsafe conduct. All workplace supervisors will also work to create a workplace culture that fosters open communication where subordinate personnel feel that they can say anything through honest dialogue at any time and to raise awareness of health and safety.
3. Each employee shall observe basic rules and conduct guidelines relating to safety to protect their own safety and endeavor to create healthy workplaces with no accidents by conducting on health and safety activities in cooperation with all MITSUBISHI MOTORS personnel with a strong commitment to complying with decisions that they have made and decisions that have been made by others.
4. Companywide efforts shall be made to create clean and comfortable work environments, prevent disease, and promote the health and physical well-being of each employee.
5. Health and safety management shall be implemented in accordance with the MITSUBISHI MOTORS Health and Safety Management System.

Management Structure

At MITSUBISHI MOTORS, the "Central Production Committee" comprises the lead officer, heads of production sites, and labor union representatives. The committee meets annually to assess the status of measures taken over the year to address such issues as occupational safety, traffic safety, natural disaster preparedness and health management and

sets quantitative targets for health and safety in the coming year, determines priority measures and takes action to achieve the targets.

Each time a workplace accident occurs, the situation is reported to the Executive Officer, President & CEO and other members of senior management, and we respond according to their instructions such as ascertaining current conditions and introducing measures to prevent recurrence.



Initiatives to Ensure Workplace Safety

MITSUBISHI MOTORS works to create safe and secure workplaces where all employees can dedicate themselves to their work with a feeling of reassurance. In particular, we strive to prevent accidents in production sites, which account for most workplace accidents. In order to prevent these, we identify unsafe conditions in all work situations and make improvements. Additionally, we create safe workplaces by carrying out mutual safety checks at production sites by senior officials and workplace supervisors to identify hazards. Other measures include adopting improvement proposals and requests raised by employees. We also established “safety training schools” at each business site to raise hazard awareness and conduct hands-on hazard training so that all employees can experience hazardous situations firsthand. In FY2022, 2,355 people took part in this training.

In addition, “remote safety training schools,” which enhances the ability to foresee danger through video experience, was implemented at some business sites, with 4,873 people taking the course.

In FY2022, our accident rate was 0.32 (excluding hospitalization), which is slightly lower than the average for the Japanese automobile industry, at 0.33, but exceeds our target, of 0.26. By category, we experienced 11 accidents, five of which were a result of unsafe conditions. In addition to having safety training schools at our production sites, in FY2023 we will implement measures such as conducting experiential training utilizing external facilities. Through these measures, we aim to increase awareness of the dangers that exist in daily life and enhance the ability to anticipate and prevent disasters.

As for assessing our compliance with safety-related laws and regulations, we use checklists to conduct self-checks of each workplace and to conduct reciprocal checks on other workplaces to ensure thorough compliance. We are increasing the thoroughness of our compliance. In FY2020, we checked technical centers and parts centers. In FY2021, we expanded the scope to include subsidiaries and affiliates in Japan, and by FY2024 we will complete physical checks at all relevant locations. At our overseas plants, compliance assessments were performed at Mitsubishi Motors (Thailand) Co., Ltd. (MMTh), Mitsubishi Motors Philippines Corp. (MMPC) and P.T. Mitsubishi Motors Krama Yudha Indonesia (MMKI).

▶ Data (p. 124): Accident rate

Mental and Physical Health Initiatives

The well-being of each and every employee is a driving force for enhancing corporate value and achieving sustainable growth. We regard the preservation and enhancement of employee health as one of its important management challenges. We have set forth “The Health Declaration” below and established a system to work together as one company at domestic locations, promoting health management. In March 2023, we were certified as a “2023 Certified Health & Productivity Management Outstanding Organizations” in the large corporation category of the certification system organized by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi.

Given that mental health issues have accounted for more than half of absences due to illness in recent years, we have positioned mental health measures as a company-wide priority issue and have introduced an outside Employee Assistance Program (EAP), a

“The Health Declaration” of MITSUBISHI MOTORS

The foundation for our employees having fulfilling work and personal lives is the mental and physical health of all employees and their families as well as the creation of an environment that allows them to work enthusiastically. MMC will actively promote each employee’s health.

type of “mental health program.” We also offer consultation on individual issues, provide mental health education and offer support programs to improve the workplace. To improve the workplace environment, we have implemented training programs and workplace improvement initiatives with the aim of enhancing communication within the workplace. However, in FY2022 the number of new sick days taken due to mental illness rose 14% year on year, and work-related concerns continued to account for around 80% of all cases. Accordingly, in FY2023 we will continue to prioritize prevention with the aim of encouraging care of subordinates by superiors and improving workplace environments. Meanwhile, we arrange face-to-face sessions with industrial physicians or counselors for employees determined to be experiencing high levels of stress based on the results of annual stress checks. To provide care for individuals, we have established external counseling services as a point of contact for employees to easily consult with someone about their concerns. We also conduct interviews with industrial doctors and counselors for employees who are estimated to have high levels of stress based on the results of the annual stress checks. Additionally, we conduct interviews for employees who are new to the Company and may still be unfamiliar with their duties and find it difficult to seek guidance.



Responses to COVID-19

mitsubishi motors has been affected by the COVID-19 pandemic in a variety of ways. Recognizing that business continuity and the health of our employees are topmost priorities, we have taken swift measures while remaining abreast of government trends and other developments in Japan and overseas.

In May 2023, the Japanese government recategorized COVID-19 as a Class 5 infectious disease under

Specific Initiatives

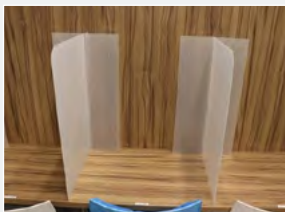
- Daily disinfection of common areas
- Installation of shielding curtains on production lines
- Temperature checks of employees and visitors
- Erection of shields in the cafeteria, spacing out seating, encouraging silence while eating, and other measures



Shields in the cafeteria (Mizushima Plant)



Seats in the dining area are numbered, making it easier to maintain a seating record (Okazaki Plant).



the Infectious Diseases Act. Since then, we have been reviewing and implementing appropriate responses to various infection control measures within each region and department. At the same time, we continue to maintain basic infection prevention measures to prevent the occurrence of clusters in the workplace and ensure the safety and peace of mind of our employees.

Preventing and Containing Infection

To protect the health of our employees, we have notified all employees about efforts to prevent and contain infection.

- A call for attention to efforts to prevent and contain infection and instructions for how to respond if feeling ill or if infected or in close contact with those who are
- Consistent rules to apply when working at all sites, such as social distancing at business sites and offices, temperature checks and cafeteria measures
- Employees are required to adhere to the guidelines provided by the Ministry of Foreign Affairs regarding infection risk levels worldwide and any additional precautions implemented by the Ministry of Health, Labour and Welfare for strengthened quarantine measures upon entry into Japan, both for overseas business trips and for visits from overseas to Japan.

Implementation of Telecommuting to Prevent the Spread of Infection

We recommended teleworking for employees concerned about the high risk of infection from using public transport, as well as employees with existing illnesses that placed them at increased risk from the disease. We also monitor conditions at headquarters (Tokyo) and in other prefectures, maintaining the ratio of people telecommuting in each area at a certain

level. (In May 2023, we halted the recommendation of remote work as an infection-prevention measure.)

Labor-Management Relations

We support the basic principles of the Universal Declaration of Human Rights, the United Nations Global Compact, the Core Labor Standards of the International Labour Organization and the OECD Guidelines for Multinational Enterprises, and guarantees fundamental labor rights to employees.

Our labor agreement stipulates that the labor union has the three rights of labor (the right to organize, the right to collective bargaining, and the right to collective action).

As of April 2023, our labor union had 12,958 members, which accounts for all employees except officers and managers.

Status of Labor-Management Communications

The labor-management council is regularly held along with collective bargaining as an opportunity for labor management discussions. These discussions aim to share information about issues such as working conditions and the working environment, and labor and management then work together to solve these issues.

In FY2022, 59 discussions were held between our headquarters and union headquarters, and many discussions were also held between offices and union branches in each business site.

For important topics such as major changes in working conditions, we organize a labor-management expert committee and make decisions after careful consideration and discussions and management.

We are also working to build good relationships with labor unions at overseas affiliates in accordance with the labor laws and regulations of each country.

Respect for Human Rights

Basic Approach

Based on the idea that respect for human rights is the foundation of our business activities, MITSUBISHI MOTORS supports the United Nations Global Compact (UNGC), in which the United Nations advocates the 10 principles in the four categories of human rights, labor, environment, and anticorruption. As a participating company, we support and respect international standards and norms such as “the International Bill of Human Rights,” “the United Nations Guiding Principles on Business and Human Rights,” “the ILO’s Declaration on Fundamental Principles and Rights at Work,” and “the Organization for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises.” Based on the 10 principles of the UNGC, as a good corporate citizen we will continue our activities toward the realization of the sustainable growth of society.

We established our Human Rights Policy after consultation with experts and approval by the Executive Committee, with the aim of conducting our business activities in a manner that respects the human rights of our stakeholders. This policy outlines fundamental matters such as support and respect for international standards and norms regarding human rights, and matters for compliance. The policy also stipulates specific measures to prevent and reduce negative impacts on human rights, to provide remedial measures, and to provide education for officers and employees. This policy has been translated into English and made

available on our website to all employees of Group companies in Japan and overseas.

In the MITSUBISHI MOTORS Global Code of Conduct, “Respect Human Rights and Diversity, Provide Equal Opportunity,” specifies that discrimination, retaliation and harassment are not permitted in any form or to any extent, and that the diversity of suppliers, customers, executives, employees and local communities shall be respected in addition to respecting human rights.

Human Rights Policy

Our Human Rights Policy stipulates the following content, as well as items to be complied with and addressed.

- Recognition of initiatives on respect for human rights as essential factors in the fulfillment of our social responsibility
- Compliance with the Human Rights Policy by all of the executives and employees, and respect for fundamental human rights throughout our business activities
- Support and respect for international standards and norms
- Compliance with the national laws and regulations in each market where we operate
- Where conflict exists between internationally recognized human rights and national laws, seeking of ways to honor the principles of international human rights

[Compliance items]

1. Prohibition of Discrimination
2. Elimination of Unjustifiable Labor Practices
3. Freedom of Association, Labor and Management Dialogue
4. Ensuring Access to “Decent Work”
5. Community Involvement

[Initiatives]

1. Human Rights Due Diligence
 - MITSUBISHI MOTORS will identify, prevent, or mitigate negative impacts on human rights which may be caused by our business activities through the application and support of human rights due diligence processes.
2. Remediation
 - Where MITSUBISHI MOTORS identifies that it has caused or contributed to a negative impact on human rights, we will provide for or cooperate in remediation processes.
3. Ensuring Transparency and Accountability
 - MITSUBISHI MOTORS will provide appropriate education or training to all executives and employees.
 - We will ensure that our Group companies comply with this policy, and we will request that our business partners respect human rights.
 - We will disclose our initiatives on respect for human rights.

The full text of the Human Rights Policy, including annotations, can be found here:

(WEB) https://www.mitsubishi-motors.com/en/sustainability/society/human_rights/pdf/human_rights_policy.pdf

Management Structure

MITSUBISHI MOTORS' efforts addressing respect for human rights are mainly focused on the sustainability, human resources and procurement departments. The Executive Officer in charge of sustainability, acting as the person in charge of promoting initiatives on respect for human rights, reports the status of human rights risk assessment and related measures to the Sustainability Committee, which is held three times a year. Members of the Sustainability Committee share the details of these reports with their departments, promoting companywide efforts to respect human rights.

In addition, considering human rights violations to be a risk to the survival of the Company, we integrate human rights into the company-wide risk management systems under the Internal Control Committee, positioning them as one of the priority risks and managing them appropriately.

As for the internal system for promoting an awareness of human rights, the Corporate Officer in charge of human resources leads the promotion of awareness training. As one aspect of our human rights awareness education, human rights themes are incorporated into shared materials used in various training programs, and in each business site human resources department works to raise employees' human rights awareness. We also participate in events held by the Industrial Federation for Human Rights, Tokyo, and the Mitsubishi Group Human Rights Enlightenment Committee (organized by Mitsubishi Group companies), of which we are a member, and attend conferences and research meetings held by other external organizations. (In FY2022, we spent a total of 70 days participating in training sessions.) We also use the latest information obtained through our participation in these events in our human rights awareness activities

and utilize the knowledge we gain from these activities in our inhouse training programs.

Please see page 110 for details on our internal control systems.

Human Rights Due Diligence

Through a human rights due diligence framework, we work to identify negative impacts our business activities have on human rights and strive to prevent or mitigate such impacts.

Our employees are one of our crucial stakeholders and compromising their dignity and fundamental rights could lead to a decrease in engagement and have a significant negative impact on our products and quality.

Accordingly, we recognize that human rights of employees, such as labor conditions, health and safety are significant risks for our business activities and stakeholders. Based on this understanding, we conduct human rights assessments(*) as part of our human rights due diligence. In FY2021, we conducted human rights assessments at our headquarters and three domestic plants, and in FY2022, at Mitsubishi Motors (Thailand) Co., Ltd. (MMTh), our main produc-

tion base in the ASEAN. By engaging an external evaluation organization we ensured the objectivity of the assessments and their alignment with international standards. During the assessments, we evaluated the human rights impact through employee involvement, including one-on-one interviews between evaluation organization and employees with various attributes.

The assessment conducted in FY2022 confirmed that the human rights of MMTh employees are generally in a positive state, and there were no significant impacts on the business or employees.

In our human rights assessment activities, we are working to mitigate human rights risk through the following processes.

1. Summarize assessment results
2. Identify matters requiring improvement and the department in charge
3. Monitor implementation status
4. Report to the Sustainability Committee

* Examples of assessment items: Wages (payroll records, overtime, unfair wage deductions), child labor (employment under 15), forced labor (freedom of movement and retirement), discrimination (harassment), health and safety (training and education, evacuation disaster prevention), and remedies (consultation services) are evaluated in consultation with an external evaluation organization, using ILO standards and industry initiatives as reference.

The Human Rights Due Diligence Process



<FY2022 Results>

- STEP 1 Determined human rights issues to be addressed by the Company based on the International Bill of Human Rights and other human rights guidelines
- STEP 2 Identified employee working conditions, health and safety as risks with high human rights impact and identified sites for assessment
- STEP 3 Conducted human rights assessment on Mitsubishi Motors (Thailand) Co., Ltd. (MMTh) in collaboration with an external evaluation organization
- STEP 4 Based on the assessment results, enact measures to mitigate and prevent human rights risks
- STEP 5 Monitor mitigation and preventive measures for effectiveness (from FY2023)

Complying with the Human Rights Policy

Coinciding with Human Rights Day on December 10, to raise awareness, each year MITSUBISHI MOTORS' Executive Officer, President & CEO disseminates a message to all officers and employees regarding respect for human rights, emphasizing the importance of sincere words and actions, as well as enhancing awareness of our human rights policy and explaining the importance of our human rights initiatives.

Our policies and activities for promoting and realizing respect for human rights are described below.

Prohibiting Discrimination

The Company requires executives and employees to respect diversity and to create equal opportunities with no allowance for unfair discrimination or harassment on bases such as race, skin color, nationality, ethnicity, family origin, sex, sexual orientation, gender identity, age, disability, language or religion.

Also, we emphasize the importance of diversity in our training programs, and we encourage our employees to work together with respect for diverse values.

Eliminating Unjustifiable Labor Practices

The Company does not tolerate slavery labor, including human trafficking, child labor, forced labor or other unjustifiable labor practices, and strives to eliminate such practices.

To ensure against such practices, we verify potential employees' ages to ensure statutory requirements are met when entering into labor agreements.

We do not charge applicants and hired employees any fees and costs related to recruitment. Pay slips clearly state any legal deductions; we do not make unfair deductions, but regularly pay employees their full dues. We do not retain employees' passports or other identifications or prevent them from movement. Employees are free to choose whether to enter or leave the dormitories.

Freedom of Association and Labor-Management Dialogue

The Company respects its employees' right to associate, and we engage in sincere dialogue with employees to resolve various types of issues. Regarding collective agreements with labor unions, we recognize employees' freedom to engage in legitimate union activity, including collective bargaining. We clearly state that employees who engage in such activities will not be subject to disadvantageous working conditions or other sanctions.

Ensuring Access to Decent (Rewarding and Humane) Work

To ensure decent work, in addition to complying with individual countries' laws and regulations, we conduct activities focused on respect for human rights, based on international norms (such as the International Bill of Human Rights and the ILO's Declaration on Fundamental Principles and Rights at Work). We have designed our personnel system to ensure that employees are compensated at a level that allows for a stable livelihood, while also providing higher rewards

for employees who perform well. This system aims to improve employee motivation and enhance their abilities. To ensure that these efforts are appropriately evaluated, we hold annual labor-management negotiations and implement reviews and revisions as necessary based on labor-management agreements.

▶ Data (p. 123): Wage levels

Community Involvement

In our efforts to maintain harmony with the local community, we contribute to society by utilizing each and every employee's skills and know-how as well as our technologies and products.

Consideration for Human Rights in Work and Investment

As we believe that positive relationships based on mutual understanding between employees and everyone in the community are essential to the sustainability of our business, when establishing business sites or related facilities, we give consideration to the cultural values of the country and region including customs and religions.

In-House Education and Training

In order to encourage all employees to cultivate their respect for human rights, the Company is offering courses that deepen understanding toward human rights within its training programs tailored to each job rank, beginning with entry-level employee training. In FY2022, we conducted a total of 510 hours of human rights training for 530 employees, including entry-

level employees, mid-career employees and newly promoted managers (department general managers and section managers). Details of the training are described below.

Newly promoted general managers	Raising awareness of social and internal human rights issues required for workplace management, sharing information to promote respect for human rights, prevention of harassment, response in the event of occurrence, etc.
Newly promoted managers	Recent topics related to human rights, harassment prevention, responding to incidents when they occur, and the role of management
Mid-career employees	Recent topics regarding human rights. The relation between our business and human rights, etc.
Entry-level employees	The significance of corporate initiatives regarding human rights. Fundamental knowledge regarding human rights, etc.

To promote awareness of sexual minorities among our employees, MITSUBISHI MOTORS has been conducting seminars at each business site since FY2018. In addition, we also conduct an internal e-learning course covering basic knowledge of LGBTQ issues.

Training Programs in FY2022	Number of Participants	Attendance Rate
Entry-level employee training	129	100%
Mid-career employee training (newly promoted)	171	100%
Newly promoted manager training	233	100%
Seminars to raise understanding of LGBTQ issues	240	—*1
LGBTQ e-learning course	11,439	—*1

*1 Attendance ratio not disclosed for voluntary attendance

Supply Chain Considerations

We conduct appropriate transactions, which includes not causing human rights violations against its business partners. We determine transaction prices and delivery dates following thorough consultation with individual suppliers.

In addition, we promote two-way communication with our business partners through management based on the Supplier CSR Guidelines.

The guidelines include provisions on respect for human rights, including the elimination of discrimination and the prohibition of child labor and forced labor, and we request that suppliers take human rights into consideration. To enhance the guidelines' effectiveness, we obtain Supplier Commitment agreements from our business partners.

In addition, based on their CSR evaluations by third-party organizations, we evaluate business partners on "labor and human rights," and we ask them to make improvements as necessary.

Requests to Sales Companies

At sales companies, we carry out initiatives to provide a work environment with consideration for the health and safety of employees and we prohibit acts that infringe on human rights.

Access to Remedy

In order to make timely responses in cases where a human rights related issue occurs within the company, we have established internal and external consul-

tation offices (helplines) and the MITSUBISHI MOTORS Global Hotline, which offers assistance in multiple languages*2 for whistle blowing and consultation for employees. The MITSUBISHI MOTORS Global Hotline has established contact points in 10 countries to handle reports from employees of the Company and its major affiliates in a total of 13 languages*3.

We have also established the Customer Contact Center*4 for customers and the Business Partner Helpline*5 for suppliers. These hotlines receive reports and requests for consultations regarding human rights issues.

Confidentiality and user anonymity is guaranteed at all of these consultation offices. We ensure that whistleblowers and people who seek consultation are not treated unfairly or discriminately. If an internal investigation is deemed insufficient, and we determine that an investigation at a business partner's company is necessary, we collaborate with the business partner's compliance personnel and respond accordingly. In such case, in advance of further investigation, we enter into an agreement with the business partner to strictly prohibit searching for the whistleblower based on the obtained information and engaging in retaliatory actions.

*2 For information on the establishment of Internal and External Consultation Offices (Helplines) and the MITSUBISHI MOTORS Global Hotline, please see page 113.

*3 The MITSUBISHI MOTORS Global Hotline is available in Japanese, English, Chinese (simplified and traditional), Korean, Tagalog, Indonesian, Thai, Vietnamese, German, Dutch, French and Spanish.

*4 For further information regarding the Customer Contact Center, please see page 73.

*5 For further information regarding the Business Partner Helpline, please see page 96.

Achieving a Sustainable Supply Chain



Progress in FY2022

Conducted supplier CSR evaluations by third-party organization (Purchase amount basis) [FY2021: 70%]

Cumulative **83%**

Conducted supplier process audits [FY2021: 47 cases]

80 cases/year

- Exchanged opinions and enhanced communications with suppliers at Suppliers Meetings
- Supported business partners to undergo third-party evaluations to reinforce supply chain CSR

<Related pages>

P15 MITSUBISHI MOTORS' Materiality

P21 Materiality

Basic Approach

In April 2018, MITSUBISHI MOTORS, Renault and Nissan established the APO (Alliance Purchasing Organization), a joint purchasing organization that integrates the three companies' purchasing functions. This organization carries out its activities with the three shared pillars of trust, respect, and transparency as its basic principles. The alliance members are exchanging information on CSR in the supply chain, as well, and moving forward with these activities.

We and our overseas production plant bases conduct business directly with around 800 companies, including suppliers of raw materials and parts and business partners providing services, advertising and logistics. We recognize that the Company's business activities have a significant impact on these companies, as well as on an even greater number of Tier 2 and other suppliers.

Based on this understanding, all processes, from the procurement of raw materials to the manufacture of parts and products to the end delivery, require responsible behavior that takes such factors as the environment and human rights into account.

To achieve sustainable growth throughout the supply chain, we have formulated "Supplier CSR Guidelines" and work together with all our business partners on CSR initiatives.

In response to one aspect of our CSR that become of particular importance in recent years, the environment, we have formulated "Green Procurement Guidelines" and are promoting initiatives throughout the supply chain. As compliance with both guidelines is a priority in our procurement activities, our executives take advantage of opportunities such as supplier briefings to request that the entire supply chain thoroughly comply with the guidelines.

Please see page 91 for details on respect for human rights.

Target
3.9Targets
8.7
8.8Targets
12.4
12.5

Management Structure

Formulating Guidelines and Confirming Them through Agreements and Declarations of Conformity

To ensure compliance with its “Supplier CSR Guidelines” and “Green Procurement Guidelines,” MITSUBISHI MOTORS has business partners submit Supplier Commitment to the “Supplier CSR Guidelines” and Declarations of Conformity to Regulations on Substances of Concern to the “Green Procurement Guidelines.”

We ensure the effectiveness of our business partnerships by having new business partners submit these documents before commencing transactions, and by continuously confirming the status of the agreement afterwards.

Communicating with Suppliers

Providing suppliers with appropriate information and two-way communication is essential for supply chain management. At the end of every fiscal year, we hold a Suppliers Meeting to make our policy for the next fiscal year well-known. In FY2022, this meeting was held in March 2023 and attended by approximately 300 companies. We also participate in the “MITSUBISHI MOTORS Cooperation Council,” a voluntary organization of around 180 supplier companies that facilitates small-scale meetings between the management teams of suppliers and our own Company. (These small-scale meetings were held a total of nine times, involving approximately 20 companies each time.) The meetings help foster closer communication at the management level.

Establishing a Business Partner Helpline

As part of our efforts to adhere to the METI guidelines, we have established a Business Partner Helpline for the suppliers of our procurement division.

The helpline receives opinions and comments from business partners, quickly identifies compliance issues or concerns, such as legal or regulatory infractions or unfair practices in our procurement activities, and promptly rectifies them, striving to achieve even fairer business transactions.

Ensuring Knowledge of the Guidelines within the Company

As part of managing the Supplier CSR Guidelines and the Green Procurement Guidelines, we work to ensure that the guidelines are known within us. We conduct training for all new employees involved in procurement (both entry-level employees and new mid-career employees), as well as training when employees are transferred from other divisions to the procurement division.

Supplier CSR Guidelines

Expansion of Guidelines

Through the “Supplier CSR Guidelines,” we promote collaborative activities with our suppliers from the same point of view. The scope of these activities covers all suppliers and includes labor practices, environment management, and compliance.

Having reestablished these guidelines in February

2019, we have clarified CSR evaluations of business partners and the actions to be taken in the event of noncompliance. We have expanded these efforts to include our major overseas bases—Mitsubishi Motors (Thailand) Co.,Ltd. (MMTh), PT Mitsubishi Motors Krama Yudha Indonesia (MMKI), Mitsubishi Motors Philippines Corp. (MMPC)—and received Supplier Commitment agreements from suppliers at our major overseas production bases.

[PDF](#) Supplier CSR Guidelines

Policies on Conflict Minerals

The “conflict minerals” (tin, tantalum, tungsten and gold) and cobalt produced in the Democratic Republic of the Congo and neighboring countries have become a source of funding for armed groups, resulting in serious violations of human rights.

To ensure that we are not complicit in human rights abuses through the procurement of these conflict minerals, we promote responsible procurement by clearly specifying in our Supplier CSR Guidelines the prohibition of child labor, forced labor, and the nonuse of conflict minerals as raw materials.

Improving CSR in the Supply Chain through Third-Party Evaluations

To level up suppliers’ CSR, MITSUBISHI MOTORS uses the same third-party evaluations as its alliance partners, Renault and Nissan. Also in FY2022, many business partners had undergo third-party evaluations. We plan to continue expanding the number of business partners who undergo evaluations in FY2023,



Target 3.9



Targets 8.7, 8.8



Targets 12.4, 12.5

and MITSUBISHI MOTORS will focus on augmenting the evaluation scores of business partners who have already undergone evaluations.

Efforts to Become Carbon Neutral throughout the Supply Chain

We aim to become carbon neutral across the supply chain by 2050. To do so, it is essential that our suppliers reduce CO₂ emissions.

In FY2022, we held a Supplier Meeting in October to communicate our efforts in the procurement area. In

Third-party evaluation items

21 Sustainability Criteria			
ENVIRONMENT	LABOR & HUMAN RIGHTS	ETHICS	SUSTAINABLE PROCUREMENT
Operations <ul style="list-style-type: none"> Energy Consumption & GHGs Water Biodiversity Local & Accidental Pollution Materials, Chemicals & Waste Products <ul style="list-style-type: none"> Product Use Product End-of-life Customer Health & Safety Environmental Services & Advocacy 	Human Resources <ul style="list-style-type: none"> Employee Health & Safety Working Conditions Social Dialogue Career Management & Training Human Rights <ul style="list-style-type: none"> Child Labor, Forced Labor & Human Trafficking Diversity, Discrimination & Harassment External Stakeholder Human Rights 	<ul style="list-style-type: none"> Corruption Anticompetitive Practices Responsible Information Management 	<ul style="list-style-type: none"> Supplier Environmental Practices Supplier Social Practices

Source: EcoVadis

addition to engaging in communication with suppliers of products with high CO₂ emissions and asking them to reduce CO₂ emissions, we have also been enhancing our activities to assess the efforts, risks, and opportunities of our suppliers through the Carbon Disclosure Project (CDP)*¹ Supply Chain Program.

In FY2023 and beyond, we will continue to collaborate with our business partners to promote activities aimed at reducing CO₂ emissions throughout the supply chain.

* An international environmental NGO that collects requests from institutional investors and others interested in environmental issues, and encourages major companies and organizations around the world to disclose environmental information, and evaluate

Green Procurement Guidelines

Expansion of Guidelines

In its Green Procurement Guidelines, we ask business partners to acquire and renew external certifications of environment management systems, as well as to manage hazardous substances, promote the 3Rs (reduce, reuse and recycle), submit LCA*² data to allow us to understand the lifecycle environmental impact, reduce environmental impact in business activities, and reduce their environmental impact related to logistics.

In addition to Japan, we have introduced the Green Procurement Guidelines at overseas production bases, adjusting the guidelines to account for actual conditions in each country and operational details at each location. These companies are also applying the guidelines to their business partners.

PDF Green Procurement Guidelines

*² LCA stands for Life Cycle Assessment, which is a technique for calculating and evaluating the environmental impact of a product from manufacturing to disposal.

Collection of Materials and Hazardous Substance Data through IMDS

To encourage the management and reduction of hazardous substances, we promote management under the International Material Data System (IMDS). For this reason, we ask business partners to disclose data on environmentally hazardous substances for materials and parts by inputting them into IMDS in accordance with the "Green Procurement Guidelines." We also ask them to establish a management system for environmentally hazardous substances.

Through these processes, we confirm compliance with regulations regarding hazardous substances used in parts and materials for new vehicles and mass production models.

Target
● 3.9Targets
● 8.7
● 8.8Targets
● 12.4
● 12.5

Working with Suppliers to Improve Quality

MITSUBISHI MOTORS regularly conducts quality audits and quality self-check guidance with its suppliers as collaborative efforts to improve quality along the entire supply chain.

In FY2022, we conducted process audits for 62 suppliers at 80 plants, and indicated items were generally improved within three months. Process audits are conducted every one to three years, with the audit cycle set according to the results of the previous audit. Quality self-checks are performed by 329 business partners. Each company is working to improve the weak points found in the self-check. In addition, we are actively working to improve communication with suppliers and enhance quality by, for example, promoting improvements by disseminating the results of our self-check trend analysis to all suppliers.

We issue monthly Supplier Score Cards, which numerically represent suppliers' quality results. This approach has clarified issues for each company, making it easier to implement improvement measures quickly and accurately. In cases of particularly serious defects, we analyze the causes and examine the appropriateness of countermeasures in collaboration with business partners to prevent recurrence.

We cooperate on defect prevention activities to keep defective parts from being delivered and ensure we are able to provide customers new models with confidence.

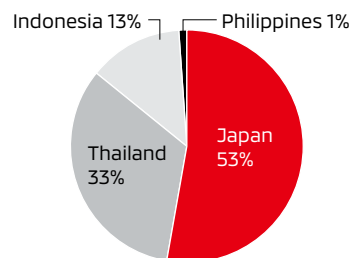
Promotion of Localization

To optimize costs at our overseas production bases, our basic policy is to source from local suppliers where possible, as long as such procurement is effective and the necessary technologies are in place.

For parts which are already locally procured, we also promote the local procurement of the components used within these parts, etc., to optimize costs further.

We conduct advance audits of the systems and structures of new business partners, evaluating items such as their development capabilities, production capabilities, and quality management capabilities and issuing improvement instructions if necessary. We also provide support to local business partners by serving as a go-between with Japanese business partners, joint ventures with local business partners, technical partnerships, and the like. We work to contribute to local regions by creating local jobs and improving local technical capabilities.

Country-Specific Parts Procurement Ratios by Production Base (FY2022)



Initiatives for Business Continuity Plans in the Supply Chain

A large-scale natural disaster, major outbreak of infectious disease, or shortage of specific parts or materials (such as semiconductors), could interrupt the flow of parts from our suppliers. We might then run the risk of business being suspended.

To avoid or mitigate such risks, as part of our business continuity plans (BCPs) in the supply chain, we are taking measures to identify risks and impacts early on and to find alternative production options for each business partner and component.

Specifically, suppliers are asked to register Tier 2 to Tier N suppliers including overseas suppliers, in addition to their factories, in the Supply Chain Risk Management System so that target suppliers can be narrowed down as soon as possible.

In addition, both the Company and its suppliers exchange information on the status of damage caused by disasters, the impact of specific parts and materials shortages, and our response to production plans so that we can take countermeasures.

Participating in Outside Initiatives

Curbing and combating climate change require efforts that go beyond the scope of individual companies. Entire industries and their supply chains must work together to reduce CO₂ emissions.

As a member of the Japan Automobile Manufacturers Association, we participate via subcommittees in discussions on industrywide policies and measures in the area of procurement.

Promoting Social Contribution Activities



Progress in FY2022

Disaster cooperation agreements in place with municipalities [FY2021: 190]

Total of **250**

Total social contribution expenditures [FY2021: ¥605 million]

¥**416** million

Participants in social contribution activities [FY2021: Cumulative total of 50,576]

Cumulative total of **58,767** people

Hours spent on social contribution activities*1 [FY2021: 32,288 hours]

69,933 hours

- Promoted the DENDO Community Support Program
- Promoted activities in the "STEP" field
- Expanded forest preservation activities

*1 Activities during working hours

<Related pages>

P15 MITSUBISHI MOTORS' Materiality

P21 Materiality

Social Contribution Activities Report

[\(WEB\) https://www.mitsubishi-motors.com/en/sustainability/contribution/report/](https://www.mitsubishi-motors.com/en/sustainability/contribution/report/)

Basic Approach and Policies

In accordance with the Social Contribution Activities Policy formulated on the basis of MITSUBISHI MOTORS' vision and mission, we are promoting activities that leverage the features of our Plug-in Hybrid Electric Vehicles (PHEV), including the execution of cooperative agreements in the event of disasters.

In FY2022, we successfully executed the disaster cooperation agreements with 250 municipalities across Japan to increase awareness of the usefulness of PHEV in times of disaster. We will continue

to work with local governments and our Group companies throughout Japan to contribute to the safety and security of local residents through the use of Electrified Vehicles.

Logo Mark for Social Contribution Activities

The figure shows how our circle of activity in STEP areas expands outward from the center.



Social Contribution Activities Policy

To address diversifying social issues, MITSUBISHI MOTORS carries out its STEP social contribution activities, focused on four main themes, standing for the first letters of Society, Traffic safety, Environment and People. Based on this policy, we will continue to contribute to society by utilizing each and every employee's skills and know-how as well as our technologies and products, aiming to create a better society where people can hope for a better future.



Breakdown of Social Contribution

Expenditures in FY2022*2 (¥ million)

Category	Amount
Society	85
Traffic safety	4
Environment	69
People	223
Support for disaster-stricken areas, support measures to address COVID-19	35
Total expenditure	416

*2 Social contribution expenditures including donations as well as in-kind benefits and free use of company facilities converted into monetary equivalents.

Target
● 10.2Target
● 11.5Target
● 13.1Target
● 15.4

Society

DENDO Community Support Program

Including the dispatch of Electrified Vehicles in the event of a disaster power outage in accordance with the Cooperation Agreement in the event of a disaster, MITSUBISHI MOTORS is supporting municipalities with its PHEV, which can generate power and be tapped as sources of electricity.

By combining the power of PHEV to provide transportation and the power of electricity, we are making people's lives safer and more reliable.

For details, please see page 27 and our website.

WEB <https://www.mitsubishi-motors.co.jp/carlife/phev/dcsp/> (only in Japanese)



Disaster cooperation agreement

Proposing the utilization of electrified vehicles in the "Manhole pump start-up support system for power outage and disaster"

In recent years, the number of manhole pump downtime due to power outages has increased due to frequent windstorms and floods, and this has become a social problem. We participated in a joint research project in September 2021 to address this issue on a

"Manhole pump start-up support system for power outage and disaster," which aims to utilize electric vehicles and plug-in hybrid electric vehicles to power the manhole pumps needed to move water in the event of a disaster power outage.

In this research, we are conducting verification tests in the cities of Kawasaki and Hamamatsu in collaboration with pump manufacturers and parties for development of a system that combines electrified vehicles, solar power generation and portable storage batteries to adapt to a decarbonized society. Going forward, we will strive to achieve the use of electrified vehicles together with this system, aiming to be environmentally friendly and to contribute to ensuring the safety and security of people's lives.



Demonstration of power supply utilizing a PHEV.

Traffic safety

Conducting the "School of Vehicle" for Traffic Safety Classroom

We are implementing "Kuruma no Gakko," a program in which participants think about traffic safety, learn together and have fun together.

In FY2022, with the aim of reducing the number of traffic accidents caused by erroneous driving, we collaborated with local governments and police stations to conduct "driving aptitude tests," "car simulator experiences," and "test rides in a SUPPORT CAR" to experience the collision prevention assist function of the Safety Support Car. A total of four test drives were held in Okazaki City, Aichi Prefecture, and Kurashiki City, Okayama Prefecture, for these experiences, with approximately 70 people participating.



Riding together in a safety support car

Traffic safety activities around business sites

Our employees regularly serve as traffic safety sentries on the roads around our business sites.

We called for safety for passing vehicles and people with placards and banners during commuting hours, and also guided traffic for children on their way to school. In addition, our employees participated in traffic safety awareness events organized by local traffic safety associations and police stations in collaboration with the local community, and cumulative total of 398 employees took part in eight such activities across our business sites.



Employees serving as safety sentries

Target
● 10.2Target
● 11.5Target
● 13.1Target
● 15.4

Traffic Safety Awareness for Children

Website for Children “Do You Know the Answer? Traffic Safety Quiz”

mitsubishi motors posts a regular feature on its “Why, Why, Car Development Research Kids” website to provide information on the automobile industry to elementary school age children. The website includes a web-page about traffic safety using a quiz format to introduce traffic rules and manners they should follow when walking or riding a bicycle in their day-to-day activities.



“Do You Know the Answer? Traffic Safety Quiz”

[\(WEB\) https://www.mitsubishi-motors.com/jp/sustainability/contribution/people/kids/anzen/](https://www.mitsubishi-motors.com/jp/sustainability/contribution/people/kids/anzen/) (only in Japanese)

Environment

Forest Preservation Activities

In March 2023, as part of our initiatives to carbon offsetting through forest preservation, we signed a “Forest Preservation Partnership Agreement” with Okazaki City, Aichi Prefecture, where the Okazaki Plant is located. The designated city-owned forest has been named “Okazaki Outlander Forest,” and forest preservation activities have begun.

Forest preservation activities include environmental education, thinning, tree planting, and underbrush cutting

to foster environmental awareness among employees.

In the “Pajero Forest” in Hayakawa-cho, Yamanashi Prefecture, in collaboration with the OISCA Foundation, employees resumed activities for the first time in three years to clear the undergrowth needed for the seedlings to grow, which had been postponed to prevent the spread of COVID-19 infections.



Signing a forest preservation activities collaboration agreement with the city of Okazaki



Employees engaging in activities for the first time in three years

Donating Seedlings as part of Our Environmental Preservation Activities in the Philippines

Asian Transmission Corp. (ATC), our automotive parts production base in the Philippines, has been engaged in greening activities toward the goal of planting a total of 25,000 seedlings over a period of five years starting in FY2018, which marked its 45th anniversary.

In FY2022, we donated a total of 3,600 mahogany saplings to schools and local governments with a cumulative total of saplings planting to 27,009.



Planting mahogany saplings

People

Supporting the Education of Elementary, Junior and Senior High School Students

We support the education of the children who will take responsibility for the next generation through factory tours (where elementary school students can experience manufacturing sites) and a hands-on lesson program, in which employees visit elementary schools to conduct lessons. We also host career counseling studies to encourage junior and senior high school students to think about the future and broaden their horizons.

In FY2022, the activities were attended by approximately 30,400 elementary, junior and senior high school students.



Factory tour for elementary school students



Company visit by junior high school students

Participating in a Joint Industry-Academia Project with a Vocational School and an Art University

To help nurture students with an interest in car design, in April 2022 we began a joint industry-academia project (course) with the industrial design department of Tama



Designers providing guidance on-site



Art University. In September, we also began planning course with HAL College of Technology & Design. For the project with Tama Art University, our designers provided both online and on-site guidance, and the students planned and proposed a new lifestyle mobility for our company under the theme of "Exciting Mitsubishi Entry Cars for the newcomers to the workforce in 2035."

Donates Solar Systems for Orang Asli's Shared Community Space in Malaysia

In July 2022, MMC Manufacturing Malaysia Sdn. Bhd (MMM), MMC's official distributor in Malaysia, donated solar systems to enable access to solar energy in the indigenous minority group Orang Asli's shared community space commonly known as their Rumah Adat, through the Global Peace Foundation, a non-governmental organization (NGO) that supports this ethnic group.



The Orang Asli's Shared Community Space where the solar system was installed

Educational Support in Asia

In Thailand, Indonesia, Vietnam, and Malaysia, we take part in various efforts to help children who have difficulty accessing education for economic reasons. We provide scholarships to junior high school, high school and university students; donate learning tools to orphanages; donate teaching vehicles that can help cultivate high-quality human resources for the au-

tomotive industry; and host interns. We also provide support tailored to national and regional social issues, including educational opportunities through the organizing events.

Event on Digital Literacy Education in Indonesia

In December 2022, Mitsubishi Motors Krama Yudha Sales Indonesia (MMKSI), our sales company in Indonesia, conducted events to promote digital literacy. These activities included coloring contests, production and editing of digital artworks, and training workshops for content posting on social media. The aim of these events was to help children understand and utilize information appropriately in the rapidly developing digital society.



Children learning about digital literacy

Donating Water Purifiers to Elementary Schools in Rural Areas of Vietnam

In March 2022, Mitsubishi Motors Vietnam Co., Ltd. (MMV), a local production and sales company in Vietnam, in cooperation with local dealerships and the Vietnam Red Cross Society to donated water purifiers to elementary schools in the Ninh Thuan and Quang Nam provinces, where access to safe and clean



water is not available.

This donation is aimed at providing children with easy access to clean water and improve hygiene conditions in the schools.

MITSUBISHI MOTORS STEP Funds and Matching Gift Program

The MITSUBISHI MOTORS STEP Funds, introduced in April 2009, is a structure through which employees of MITSUBISHI MOTORS Group companies can continuously participate in social contribution activities by voluntarily donating fixed sums to the funds. These funds are then used for to support activities in developing countries and areas struck by the Great East Japan Earthquake, in line with the purposes of MITSUBISHI MOTORS social contribution activities. In addition, to demonstrate it values employees' motivation to contribute to society and to support more people, the Company matches donations made through the MITSUBISHI MOTORS STEP Funds.



The recipients of donations and matching gifts are selected based on their alignment with the focus areas of MITSUBISHI MOTORS Social Contribution Activities

Support Recipient
<ul style="list-style-type: none"> ■ World Vision Japan ■ The MICHINOKU Future Fund ■ OISCA ■ Kindergartens, Nursery schools, elementary schools, etc., near our workplaces



Policy, business continuity, regular activity reports and track record. In addition, we hold debriefing sessions for our employees by the recipients of our support, and we communicate with them to link our activities with theirs.

Through this support, MITSUBISHI MOTORS and MITSUBISHI MOTORS STEP Funds aim to continue with activities that meet local needs and contribute to the development of the local community.

Engaging in the “Forest Wooden Building Block Project” for Children

The concept of this project is to present nurseries and kindergartens near Company business sites with cozy wooden building blocks for enhancing the children’s creativity through block play, which are made of Japanese cypress comes from forestry thinning operations mainly in Hayakawa-cho, located in the prefecture of Yamanashi, where we carry out our forest conservation activities.

In addition, we have been engaging in “Employee Presenter Program” through which our employees hand out a set of forest wooden building blocks to nurseries and kindergartens of their choice (usually choice from their childhood memories) through our internal donation funds.

In FY2022, we presented blocks to 60 kindergartens and nursery schools. The blocks have been donated to 525 kindergartens since 2010.



Building blocks made from thinned cypress

Support for Disaster-Stricken Areas

In the event of natural disasters and other emergencies, we provide various forms of support, such as monetary donations, free loan of vehicles, and employee volunteer work.

“TRITON” Pick-Up Trucks Are Provided to Areas Affected by Flood due to Heavy Rain for disaster relief activities

Mitsubishi Motors Australia Limited (MMAL), a sales company in Australia donated approximately 30 units of “TRITON” pickup trucks and “PAJERO SPORT” and “ECLIPSE CROSS” sport utility vehicle to Disaster Relief Australia (DRA), an Australian disaster relief organization to support emergency relief activities for the flood-stricken states



Providing a “TRITON” pickup truck to Disaster Relief Australia

of eastern Queensland and southeastern New South Wales. These vehicles provided support for various relief activities in the affected areas, including the transportation of rubble and debris.

Donating Three Vehicles to Malaysia for the East Monsoon

MMC Manufacturing Malaysia Sdn. Bhd. (MMM), our general sales agent in Malaysia donated three “TRITON” pickup trucks to the Malaysia Red Crescent Society (MRCS), a non-governmental organization (NGO) involved in disaster response for over 60 years. “TRITON” will be used for humanitarian aid, such as delivering food and medical supplies to those in need in the affected areas in the event of flooding.



The donated “TRITON”

Please see the following website for details on our disaster relief support.

(WEB) <https://www.mitsubishi-motors.com/en/sustainability/contribution/society/relief/>

Main Support in FY2022

Implementation Period	Support		Support Recipient
February–April 2023	Cyclone damage in Hawke’s Bay, New Zealand	Donated six “TRITON” pickup trucks	Taskforce KiWi
February 2023	Turkey-Syria Earthquake	Donated ¥5 million for relief	The Japanese Red Cross Society
January–March 2023	Wildfires in New South Wales, Australia	Provided various vehicles, including the “TRITON”	Disaster Relief Australia
November 2022	Earthquake in Java, Indonesia	<ul style="list-style-type: none"> Donated 575 million Indonesian rupia in relief funds Donated 200 million Indonesian rupia 	The Indonesian Red Cross Society
From 2022	Repeated flooding throughout New South Wales and Queensland, Australia	Provided approximately 30 vehicles, including the “TRITON,” “PAJERO SPORT” and “ECLIPSE CROSS”	Disaster Relief Australia